



BHARATI VIDYAPEETH

(Deemed to be University), Pune

**'A++' Accreditation (Third Cycle) by 'NAAC' in
2024 Category-I Deemed to be University Grade by
UGC**

'A' Grade University Status by MHRD Govt. of India

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

**MBA [Regular/ Distance and Online Mode]
(Interdisciplinary , Multidisciplinary and Holistic Approach)
CHOICE BASED CREDIT SYSTEM (CBCS - 2022)**

SYLLABUS

Applicable with effect from 2022-23

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**BHARATI VIDYAPEETH
(DEEMED TO BE UNIVERSITY), PUNE
Faculty of Management Studies**

**Master of Business Administration
MBA [Regular/Distance and Online]**

Revised Course Structure (To be effective from 2022-2023)

I. Title:

a) Name of the Programme: **Master of Business Administration**

MBA

b) Nature & duration of the Programme: [**Regular /Distance and Online Post Graduate Degree Programme of TWO YEARS (Approved by AICTE).**]

II. Preamble :

The Master of Business Administration is a two-year program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted at its Constituent Units/ Learner Support Centers in Pune, New Delhi, Navi Mumbai, Karad, Kolhapur, Sangli, and Solapur. All the Constituent Units / Learner Support Centers have experienced faculty members, excellent Laboratories, Library, and other modern facilities to provide proper learning environment to the Students/Learners. This programme is very well received by the industry.

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA programme embodies the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, Founder-Chancellor Bharati Vidyapeeth (Deemed to be University), Pune, which is to usher in —Social Transformation through Dynamic Education.

In view of the dynamic nature of the market, an economy and evolving expectation of the stakeholders such as Students/Learners, faculty members and industry in particular, the syllabus is revised periodically. Last revision was in the year 2020-21.

Over the past two years, feedback was received from various stakeholders and considering the changes that in the macro environment, a need was felt to revise the syllabus so as to suffice the requirements of the industry and society. This revised

draft is the result of inputs received from the industry, academia, alumni and all stakeholders.

IV. Vision Statement of MBA Programme :

To facilitate creation of Dynamic and Effective Business Professionals, HR Managers, Marketing Managers and Entrepreneurs who can transform the corporate sector, cater to the needs of the society and contribute towards Nation building.

V. Broad Objectives of the Learning Outcome based Curriculum Framework (LOCF) of Master of Business Administration Programme:

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA Program is to provide world class Business Education and develop dynamic HR Managers, Marketing Managers, entrepreneurs and business leaders. The Program aims to enhance decision-making capabilities of upcoming HR managers, Marketing Managers, Leaders and Entrepreneurs by imparting critical thinking and analytical abilities in leading dynamic organizations. Master's Degree is the well-recognized postgraduate qualification in higher education. The contents of this degree are determined in terms of knowledge and understanding, expertise and skills that a student intends to acquire. Students/Learners qualify for joining a profession or to provide development opportunities in particular employment settings. Graduates are enabled to enter a variety of jobs or to continue academic study at higher level.

VI. Aim of Master of Business Administration Programme

The aim of this programme is to inculcate the Students/Learners with rigorous knowledge and understanding the domain of field Management. Students/Learners/Learners undertaking this programme will:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of Management.
- Demonstrate competencies in development and problem solving in the area of Management
- Provide innovative solutions to problems in the field of Management.
- Be able to identify and appreciate the significance of the ethical issues in Management

VII. Postgraduate Attributes in MBA

On completion of the PG course Students/Learners are expected to have acquired the skills of critical thinking, rational enquiry, effective communication, and exploring the relationship between the stakeholders of an organization while remaining sensitive to the fulfillment of societal objectives at large. The Graduate attributes expected from the postgraduates of M.B.A. are:

- Critically assess existing theory and practice in the field of Management
- Develop an ability to undertake qualitative and quantitative research
- Apply knowledge about qualitative and quantitative research to an independently constructed piece of work
- Respond positively to problems in unfamiliar contexts
- Identify and apply new ideas, methods and ways of thinking
- Demonstrate competence in communicating and exchanging ideas in a group context
- Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations
- Work effectively with colleagues with diverse skills, experience levels and way of thinking
- Be able to evaluate Management related social, cultural, ethical and environmental responsibilities and issues in a Global Context

VIII. Qualification Descriptors

Upon successful completion of the PG course, the Students/Learners receive a M.B.A. Post Graduate degree are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major Management functions and the ability to provide an overview of scholarly debates relating to Management. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives. The list below provides a synoptic overview of possible career paths provided by postgraduate training in MBA: Human Resource Manager, Human Resource Generalist, Staffing Director, Technical Recruiter, Compensation Manager,

Employee Relations Manager, Employment Manager, Director of HR Training and Development, Marketing Manager, Import Export Manager etc.

IX. MBA Programme Course Outcomes

On the successful completion of this Post Graduate Programme, a student /Learners shall be able to:

- Apply the knowledge of management theories and practices to solve business problems
- Foster analytical and critical thinking abilities for data-based decision making
- Learn new technologies with ease and be productive at all times
- Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
- Read, write, and contribute to Business literature
- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

X. Eligibility for Admission:

Admission to the programme is open to any Graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate studying in final year of Bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
 - a) The merit at the All India entrance test (B-MAT) conducted by Bharati Vidyapeeth (Deemed to be University), Pune.
 - b) Submission of Migration Certificate, Transference Certificate, anti-ragging affidavit etc.

XI. Structure of the Programme:

The MBA programme is of 124 credits, which need minimum two years divided into four semesters to complete. During third semester Students/Learners have to opt for specialization(s) and study the specialization courses in depth. The programme also includes Summer Internship / Summer Training of 60 days. The medium of

instruction and examination will be only English. A student would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC.

XII. Credits- Total: 124 credits

The definition of credits based on the following parameters;

For Regular Mode

- i) Learning hours put in by the student
- ii) Course Outcomes
- iii) Contents of the syllabus prescribed for the course etc.

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Classroom lectures delivered by Faculty member in an interactive mode.
- Tutorials (T): Sessions that includes participatory discussions, presentations by the Students/Learners, case study discussions etc.
- Practice (P): It includes LAB sessions for IT related courses & Business Communication and practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

ONE Credit = 15 Hours

In terms of a Semester of 15 (FIFTEEN) weeks,

- a) Every ONE hour session per week of Lecture (L) = 01 (one) credit per Semester
 - b) TWO hour sessions per week of Tutorial (T) = 01(one) credit per Semester
 - c) TWO hour sessions per week of Practice (P) = 01(one) credit per Semester
-

For CDOE

- i) Synchronous Online Counseling/Webinars/Interactive Live Lectures
- ii) Discussion Forum/ Asynchronous Mentoring
- iii) Hours spent on E-Tutorial and E-content of Study Material
- iv) Self Study Hours including Assignments

In this system, each credit can be described as a combination of FOUR components.

Sr. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counseling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1	2 credits	6 weeks	6 hours	12 hours	10	10	22	60
2	4 credits	12 weeks	12 hours	24 hours	20	20	44	120
3	6 credits	14 weeks	14 hours	28 hours	30	30	66	180
4	8 credits	16 weeks	16 hours	32 hours	40	40	88	240

XIII: Examinations:

For Regular

A) Scheme of Examination:

Courses having Internal Assessment (IA) / *Internal Examination(IE)* and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 50(fifty) and 50(fifty) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having **only Internal Assessment (IA)** the respective institutes will evaluate the Students in various ways through ***Class Test, Presentations, Field Assignments and Mini Projects*** for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 100 marks only (hundred marks only).

(Note: MOOCs and Open Courses are compulsory)

B) Components of continuous evaluation system (CES):

Following are the suggested components of CES,

- a) Case Study/Case let/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Field Assignment
- d) Role Play
- e) Industry Analysis (Group Activity or Individual Activity)
- f) Business Plan
- g) Quiz
- h) Workbook / Scrapbook
- i) Presentations
- j) Mini Research Projects

Breakup of CES marks (50)

Class Participation / Attendance	10
Mid-term	15
End-term	15
Class Tests, Assignments, MOOCs, Presentation/ Project, Case Study/Lab work etc.	10

For CDOE

A) Scheme of Examinations:

Courses having Internal Assessment (IA) and University Examinations (UE) shall be evaluated by the respective Learner Support Centers and the University at the term end for 30(IE) and 70(UE) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having *only Internal Assessment (IA)* the respective Learner Support Centers will evaluate the learners in various ways through home *assignments*, *online assignments*, for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 100 marks only (hundred marks only).

B) Components of continuous evaluation system (CES/CCA):

Following are the suggested components of CES/CCA,

- k) Online Case Study
- l) On line Test
- m) Online Assignment
- n) Online Business plan
- o) Online Quiz
- p) Online Presentations

Breakup of CES marks –Home Assignments, online Assignments: 30Marks

C) MOOCS Guidelines –

MOOCS stands for Massive Open Online Courses. The student will complete MOOCS courses prescribed by Institute from following sources in respective semesters.

Following are the sources from where Students/Learners can undertake MOOCs

1. iimb.ac.in
2. swayam.gov.in
3. edx.org
4. nptel.com (technical courses)
5. Coursera
6. harvardx.harvard.edu
7. Indira Gandhi National Open University (IGNOU)
8. National Council of Educational Research and Training (NCERT)
9. National Institute of Open Schooling (NIOS)
10. National Programme on Technology Enhanced Learning (NPTEL)

Important Note:

- Students should complete the MOOCs during four semesters of the program.
- Students have to submit completion certificate of all MOOCs. Unless certificate of all MOOCs are not submitted the mark sheet of the final semester will not be issued.

Grading System for Programmes under Faculty of Management Studies:

The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University), Pune has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
80≤Marks≤100	O	10
70≤Marks≤80	A+	9
60≤Marks≤70	A	8
55≤Marks≤60	B+	7
50≤Marks≤55	B	6
40≤Marks≤50	C	5
Marks < 40	D	0

Standard of Passing:

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the student must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If Students/ Learners fails in IA, the Students/ Learners passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the student passes at UE.
- A Students/ Learners who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a Students/ Learners who fails in a course at IA he/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. The total marks out of 100 are converted to grade point, which will be the GPA.

Rules of ATKT

The Academic Council at its 72nd meeting held on 25-2-2025 has resolved to REPEAL the condition related to the number of heads of passing required by the students to proceed to next year or subsequent years / semesters. In view of this, the students admitted can be permitted to take admission in the subsequent years / semesters irrespective of the number of subjects they have passed /cleared. However, the University reserves its right to admit the students in any of the semester / year depending on the fulfillment of level of knowledge required. These conditions are not applicable to programmes which are governed and have to abide by Council regulations. This will be effective from the Summer 2025 examinations and onwards.

[Refer Notification 1304 of University]

Formula to calculate Grade Points (GP)

Suppose that 'Max' is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system).

Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a student in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of student when he /she complete the program is the final result of the student.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

Where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated upto two decimal place accuracy.**

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the

student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA: = (Final CGPA-0.5)*10

Award of Grade:

A Students/ Learners who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of grades are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
9.5≤CGPA ≤10	O	Outstanding	80≤Marks≤100
9.0≤CGPA ≤9.49	A+	Excellent	70≤Marks≤80
8.0≤CGPA ≤8.99	A	Very Good	60≤Marks≤70
7.0≤CGPA ≤7.99	B+	Good	55≤Marks≤60
6.0≤CGPA ≤6.99	B	Average	50≤Marks≤55
5.0≤CGPA ≤5.99	C	Satisfactory	40≤Marks≤50
CGPA below 5.0	F	Fail	Marks below 40

Important Note:

- **Students who have earned a total of 40 credits by completing the first year (level 6) of two-year PG (level 6.5/7) of NCrF and, if exit, shall be awarded a postgraduate diploma.**
- Student or Learner is expected to write Two Research Papers and publish it in Peer Reviewed Journals.
- A Student /Lerner can carry any number of backlog paper till Semester-IV provided his/her academic term(s) is/are granted

XIV: A. Dual Specialization:

M.B.A Programme 2023-24 offers Dual Specialization to the Students/Learners in second year of MBA Programme. Under dual specialization Students/Learners will have to select **Two Specialization Subjects** from the list given below in semester III & IV.

i) Prerequisite for offering a combination of Specialization Groups

The Constituent Unit will offer the Specializations proposed only if minimum **Ten** Students opt for the same (Not applicable in case of CDOE Students)

ii) Specialization Combinations:

The specialization may be chosen by the student from the following choices:

Specialization II (Any Two of these)
Marketing Management
Financial Management
Human Resource Management
International Business Management
Production & Operations Management
Information Technology Management
Agribusiness Management
Retail Management
Project Management
Business Analytics
Event Management
Hospitality Management
Sports Management
Infrastructure Management
Family Business
Supply Chain and Logistics Management
Healthcare & Hospital Management
Healthcare Technology
Fintech

B. Summer Internship:

Rules for Summer Internship:

- 1) All students of MBA-I have to undergo a mandatory Summer Internship Program (SIP) of minimum 60 days in an organization after their Sem-II exams.
- 2) The Summer Internship is allocated 8 credits as per the University Syllabus
- 3) Selection of students for Internship: The Institute CRC (Corporate Resource Cell) gets the Internship requirements from Industry/Organization for specific roles. After the allocation of internship slots by the industry to the institute, the students undergo the selection process. At the end the company selects the students based on their performance. Once a student has taken up a summer internship project from campus, he/she will not be allowed to withdraw for another off-campus offer that he/she may secure at a later stage. Violation of the rule will result in barring him/her from the final placement process.
- 4) During the period of the Internship it is absolutely necessary for the students to conduct himself/herself professionally during the tenure with the organization as a summer intern.
- 5) During the Internship period, on all working days, students to be in formal dress code. Situations may arise when the Company guide may call and wants to have a video call with students and students are not found in formals. Complaints from the company guide, such as these will not be tolerated. This will lead to cancellation of the project.
- 6) At all times during the Internship period, students should be accessible on their Mobile Phones. Also they are to regularly access their emails for any messages from their Internal faculty guide or their Company Guide. In addition, if the institute receives any complaint from the organization's regarding the conduct or indiscipline of the student, strict action will be taken against the student.
- 7) The permission to extend the period of summer internship is taken in consultation with the Institute Director.
- 8) Team CRC will be in constant touch with the Company Guide to take the feedback on student's progress during the Internship.
- 9) The student's need to remember that his/her conduct & performance, can mar or enhance the Institute's image thereby affecting the final placement.
- 10) During the entire period of the Internship, for subject/project related matters, students are to be in touch with their Internal Faculty Guide. And for other company matters they can contact CRC.
- 11) During the tenure with the organization the student is required to work on a subject relevant to the organization and society, formulating the problem and devising ways to solve the same under expert guidance.

- 12) Before the Students join the Organization for the Internship they are oriented for the do's and don'ts of the Internship by the CRC.
- 13) Once the Students join the Internship they are oriented by the reporting manager at the new workplace. This might take the form of a conventional orientation program or merely a walk around the office, depending on the size of the company. Give interns an overview of the organization; some companies give talks or hand out information about the company's history, vision and services. Explain who does what and what the intern's duties will be. Introduce him or her to co-workers.
- 14) Guidance/ Regular Feedback: It's important to give students lots of feedback. The reporting manager in the organization gives the students feedback during the course of the Internship. They'll want to know if their work is measuring up to organizational expectations.
- 15) Daily progress report of Intern is to be evaluated by industry supervisor as well as by the Internal Faculty guide.
- 16) Both the Industry Guide and the Internal Faculty Guide periodically examine what the intern has produced and make suggestions. Weekly supervision meetings with the students help to monitor the intern's work. After completion of Internship, the student should prepare a comprehensive report to indicate what he/she has observed and learnt in the training period. The student has to be in constant touch with Industrial Supervisor/ Faculty Guide/TPO for assigning special topics and problems and should prepare the final report on the assigned topics.
- 17) The training report should be signed by the Internship Supervisor, Faculty Guide and the Director of the Institute. The Internship report will be evaluated on the basis of following criteria:
 - Originality.
 - Adequacy and purposeful write-up.
 - Organization, format, drawings, sketches, style, language etc.
 - Variety and relevance of learning experience.
 - Practical applications, relationships with basic theory and concepts taught in the course.
- 18) Chapter Scheme used in the project report

Chapter1: Introduction

The purpose of introduction is to introduce the research project to the readers. It should contain history of the organization, past and current practices, new technology and future strategies. Enough background should be given to make clear to the readers why the problem was considered worth investigating. A brief summary of other relevant

research may also be stated so that the present study can be seen in that context. The hypotheses of study, if any, and the definitions of the major concepts employed in the study should be explicitly stated in the introduction of the report.

- In this chapter the following minimum contents should be covered.
- Overview of industry as a whole
- Profile of the organization (History, Vision, Mission Objectives, Functions, etc.)
- Problems of the company/Industry (**Growth of Industry, Players in Industry, size, contribution in GDP, Total employees, global practices, etc.**)
- Competitors information
- SWOT analysis of the organization

Chapter 2: Research Methodology

- Statement of the Problem
- Objectives & Scope of Study
- Managerial usefulness of study
- Type of Research and Research Design
- Data Collection Method
- Limitations of Study

Chapter 3: Conceptual Discussion

- Review of Literature (Discussion about the work done by others on similar issues and published articles/books/research projects, etc.)
- Current Issues (From Newspaper, Journals—For Company and Industry)
- New Development of Company and Industry

Chapter 4 : Data Analysis—

- Methods and techniques of data analysis (Questionnaire, Graphs, Statistical Methods, SPSS etc)
- Primary Data Analysis
- Secondary Data Analysis

Chapter 5 : My contribution to the body of knowledge

Chapter 6 : Findings, Conclusion and Suggestions

Chapter 7: Summary of the project

Appendix

Here a sample Questionnaire, FAQ (Frequently Asked Questions) and any other relevant documents may be included.

Bibliography (Use APA format for Bibliography)

Reference Books, Journals, Newspapers, Web Sites, Reports etc are to be listed out there. (Examples of Books, Magazines, Journals and News papers as referred by the

students are given below.)

Books

Kotler Philips, Marketing Management Analysis, Planning Implementations & Control Edition, 1998. Prentice Hall of India Ltd. New Delhi.

Magazines, Journals & Newspapers.

Name of the articles, e.g. BusinessToday:15-22May2012

Name of the articles, e.g. TheTimes of India.Mumbai:1stMay2012.

19).The candidate is required to publish internship work in conferences and journals in consultation with the Internal Faculty guide and after due permission/ consent from the organization/industry where he/she has undergone the internship.

20) EVALUATION THROUGH PRESENTATION/VIVA-VOCE AT THE INSTITUTE

The student will give a presentation based on his training report, before an expert committee constituted by the University and the Institute as per norms of the institute.

The evaluation will be based on the following criteria:

- Quality of content presented.
- Proper planning for presentation.
- Effectiveness of presentation.
- Depth of knowledge and skills.
- Attendance record, daily diary, departmental reports shall also be analyzed along with the Internship Report.
- This presentation will enable sharing knowledge & experience amongst students & teachers and build
- Communication skills and confidence in students.

Winter Internship: Willing and eligible students can also do a Winter Internship after their Ist semester exams. This is voluntary and without any credits. Students who have more than 75% attendance in their Ist semester are eligible to do the Winter Internship. If they are selected the Institute gives them a No Objection Certificate (NOC) to the Internship. Students need not attend the sessions but they need to attempt all the internal test/seminars/MOOC's/assignments, etc. as part of the continuous evaluation system(CES).This Internship helps the students gain practical industry exposure while pursuing their MBA.

The Format for joining report to be sent by the reporting manager in the organization:

(Name of the Institute: _____)

Joining Report for Summer Internship

- Name of the Student :
- Course/Div/Roll No :
- Name of the Company :
- Name of the Internal Faculty Guide :
- Name of the Mentor
- (Company guide) :
- Address :
- Telephone /Mobile No. :
- Date of Joining :
- Title of project :

(Signature of the Student)

(Signature of Mentor) Stamp

Note:if the seal of the organization is not available, attach the visiting card/business card of your organizational guide; otherwise this report will be treated as void.

The Format for the three progress reports to be sent by the reporting manager in the organization:

(Name of the Institute : _____)

Fortnightly progress report for Summer Internship (to be sent to respective faculty guide email id)

- Name of the Student :
- Course/Div/Roll No :
- Name of the Organization :
- Department /Assigned :
- Name of the faculty Guide :
- Title of the Project :
- Mentor/Guide in the company :
- Name and Designation :
- Ph no and e-mail :
- Date of Joining :
- Progress made in the fortnight :
- Date : From to

Remarks of the Guide: Progress is Satisfactory/Not satisfactory

(Signature of mentor & stamp of the company)

Note: If the seal of the organization is not available, attach the visiting card/business card of your organizational guide; otherwise this report will be treated as void

XV. Question Paper Patterns for University Examination (Regular):

The pattern of *question paper* for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 50

Date:

Time: 03 Hours

Instructions:

1. Section I – Attempt any FOUR questions. Each question carries 07 Marks.
2. Question 7 from Section II is compulsory. It carries 12 marks.
And attempt any ONE questions from rest of the two questions in Section II. This question carries 10 Marks

SECTION – I		28 Marks	
<i>It should contain 06 questions covering the syllabus. Questions should be set uniformly from all the units.</i>		CO (CO number to be mentioned: Refer Syllabus)	BL (Bloom's Taxonomy Level to be mentioned viz. Create (1); Evaluate (2); Analyze(3); Apply (4); Understand (5); Remember (6))
Question	Marks	CO	BL
Q.1	(7 marks)		
Q.2	(7 marks)		
Q.3	(7 marks)		
Q.4	(7 marks)		
Q.5	(7 marks)		
Q.6 Write Short Notes on ANY TWO a) b) c)	(7 marks)		
SECTION – II		22	
<i>Question No.7 or the first Question of Section II is compulsory. This question should be based on case-study and would carry 12 marks. After this there should be 02 questions each of 10 Marks. Students have to attempt any one out of two questions. All these questions in this section should be designed to evaluate the higher levels of Bloom's Taxonomy viz.</i>		CO	BL

<i>Create, Evaluate, Analyze, Apply.</i>			
Q.7.....	(12 marks)		
Q.8.....	(10 marks)		
Q.9.....	(10 marks)		

Note:

1. Answers to section I and II should be written in the same answer book.
2. The question paper should be relevant to the set of course outcome.
3. Question Papers shall be prepared to incorporate varying levels of difficulty such as:
 - i. Must know – vital (60% weightage)
 - ii. Should know – essential (20% weightage)
 - iii. Could know – desirable (20% weightage)
4. The length of the question-reasonably feasible for an average student to answer with in the stipulated time.

XVI. STRUCTURE OF THE SYLLABUS

The MBA Programme as per Semesters, Credits and Marks is as follows:

Semester	Credits	Marks Distribution
I	31	900
II	35	900
III	39	900
IV	19	700
Total	124	3400

XVII. PROPOSED PROGRAMME MODULE MBA -2022

Semester -I

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
101	Management Concepts & Applications	IE&UE	3	50	50	30	70	100
102	Managerial Economics	IE&UE	3	50	50	30	70	100
103	Financial & Management Accounting	IE&UE	4	50	50	30	70	100
104	Organizational Behaviour	IE&UE	3	50	50	30	70	100
105	Statistical Techniques	IE&UE	4	50	50	30	70	100
106	Business Environment	IE&UE	3	50	50	30	70	100
107	Business Communication	IE&UE	3	50	50	30	70	100
108	Fundamentals of Information Technology	IE	2	100	-	100	--	100
109	MOOCS – I *	-	4	-	-	-	--	-
110	Open- I**	IE	2	100	-	100	--	100
	Total No. of Credits		31	550	350	410	490	900

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Agriculture Business Management
Open Course	Community Work- I
Open Course	Current Affairs
Open Course	Universal Human Values
Open Course	Counseling Psychology.

Semester - II

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
201	Marketing Management	IE&UE	3	50	50	30	70	100
202	Financial Management	IE&UE	4	50	50	30	70	100
203	Human Resource Management	IE&UE	3	50	50	30	70	100
204	International Business	IE&UE	3	50	50	30	70	100
205	Production & Operations Management	IE&UE	3	50	50	30	70	100
206	Research Methodology	IE&UE	4	50	50	30	70	100
207	Operations Research For Managers	IE&UE	3	50	50	30	70	100
208	Business Ethics and Corporate Governance	IE	2	100	-	100		100
209	MOOCS – II*	-	4	-	-	-		-
210	MOOCS – III*	-	4	-	-	-		-
211	Open –II**	IE	2	100	-	100		100
	Total No. Credits		35	550	350	410	490	900

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Data analysis using Ms- Excel
Open Course	E-commerce Application
Open Course	Managerial Skills for Effectiveness
Open Course	Social Media Management
Open Course	Yoga and Meditation

***** In addition to the above; Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

Semester -III

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
301	Strategic Management	IE&UE	3	50	50	30	70	100
302	Legal Aspects of Business	IE&UE	3	50	50	30	70	100
303	Innovation, Design Thinking and Entrepreneurship Management	IE&UE	3	50	50	30	70	100
See Groups	Specialization I - E-(i)	IE&UE	3	50	50	30	70	100
See Groups	Specialization I - E-(ii)	IE&UE	3	50	50	30	70	100
See Groups	Specialization II - E-(i)	IE&UE	3	50	50	30	70	100
See Groups	Specialization II - E-(ii)	IE&UE	3	50	50	30	70	100
304	**Summer Internship	IE	8	100	---	100	---	100
305	MOOCS – IV*	-	4	-	--	-	--	-
306	MOOCS – V*	-	4	-	--	-	--	-
307	Open –III**	IE	2	100	--	100	--	100
Total No. of Credits			39	550	350	410	490	900

*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

**Open Courses: Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Digital Marketing
Open Course	Corporate Taxation
Open Course	Cross Cultural Issues and International HRM
Open Course	Artificial Intelligence in HR Practices
Open Course	Indian Culture

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

Semester -IV

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
401	Project Management	IE&UE	3	50	50	30	70	100
See groups	Specialization I - E-(iii)	IE&UE	3	50	50	30	70	100
See groups	Specialization I - E-(iv)	IE&UE	3	50	50	30	70	100
See groups	Specialization II - E-(iii)	IE&UE	3	50	50	30	70	100
See groups	Specialization II - E-(iv)	IE&UE	3	50	50	30	70	100
402	Environment & Disaster Management	IE	2	100	-	100	-	100
403	Open –IV	IE	2	100	-	100	-	100
Total No. Credits			19	450	250	350	350	700

Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

****Open Courses:** Students/Learners can opt anyone course from the following

Course Code	Open Course
Open Course	Introduction to Data Science
Open Course	Human Resource Analytics
Open Course	Labour Laws
Open Course	Cyber Security
Open Course	Financial Planning & Instruments

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

AS PER AICTE –MODULE

- Total=124 credit
- I year – 66 credit
- II Year =58 credit (50+8 Internship)
- Total Marks- 3400 (I to IV sem)-(I-900+II-900+III-900+IV-700)
- Structure – UE+IE, IA & CCA

XVIII. LIST OF SPECIALIZATION – ELECTIVES

Elective: Marketing Management

Sem III	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

Elective: Financial Management

Sem III	
Code.	Name of the Course
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
Sem IV	
FM03	Corporate Finance
FM04	International Financial Management

Elective: Human Resource Management

Sem III	
Code.	Name of the Course
HR(E) 01	Human Resource Planning and Development
HR(E) 02	Labour Laws-I
Sem IV	
HR(E) 03	Compensation and Benefits Management
HR(E) 04	Competency Mapping and Performance Management

Elective: International Business Management

Sem III	
Code.	Name of the Course
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
Sem IV	
IB03	International Marketing
IB04	Global Business Strategies

Elective: Production and Operations Management

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Business Process re-engineering
Sem IV	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

Elective: Information Technology Management

Sem III	
Code.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem IV	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective: Agribusiness Management

Sem III	
Code.	Name of the Course
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
Sem IV	
AM03	Use of Information Technology in Agribusiness Management
AM04	Cooperatives Management

Elective: Retail Management

Sem III	
Code.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management & Franchising
Sem IV	
R03	Merchandising, Display & Advertising
R04	Supply Chain Management in Retailing

Elective: Project Management

Sem III	
Code.	Name of the Course
PR01	Project Risk Management
PR 02	Software Project Management Tools
Sem IV	
PR 03	Managing Large Projects
PR 04	Social Cost and Benefit Analysis of Project

Elective: Business Analytics

Sem III	
Code.	Name of the Course
BA 01	Introduction to Business Analytics and Data Mining
BA 02	Business Statistics and Analytics
Sem IV	
BA 03	Digital Transformation of Business
BA 04	Applied Data Visualization for Business Decisions

Elective: Event Management

Sem III	
Code.	Name of the Course
EM 01	Event Marketing
EM 02	Event Risk Management
Sem IV	
EM 03	Customer Relationship in Event Management
EM 04	Human Resource in Event Management

Elective: Hospitality Management

Sem III	
Code.	Name of the Course
HM 01	Food Service Operation
HM 02	Tour Operations Management
Sem IV	
HM 03	Hospitality Marketing Management
4M 04	Accommodation Operations Management

Elective: Sports Management

Sem III	
Code.	Name of the Course
SM 01	Sports Marketing
SM 02	Basics of Sports Medicine & Nutrition
Sem IV	
SM 03	Sports Sponsorships
SM 04	Managing Sports Organization

Elective: Infrastructure Management

Sem III	
Code.	Name of the Course
IM 01	Infrastructure Project Management
IM 02	Contract and Claim Management
Sem IV	
IM 03	Health, Safety and Environmental Management
IM 04	Infrastructure Project Formulation, Assessment and Appraisal

Elective: Family Business

Sem III	
Code.	Name of the Course
FB 01	Family Business -Phase 1
FB 02	family business-Phase 2
Sem IV	
FB 03	Family Business Phase 3
FB 04	International Finance in Family Business

Elective: Supply Chain & Logistics Management

Sem III	
Code.	Name of the Course
SCM 01	Services Operations Management
SCM 02	Logistics and Supply Chain Management
Sem IV	
SCM 03	Supply Chain Analytics
SCM 04	World Class Manufacturing Practices.

Elective: Healthcare and Hospital Management

Sem III	
Code.	Name of the Course
HCM 01	Healthcare Leadership & Change Management
HCM 02	Healthcare Policy & Strategic Planning
Sem IV	
HCM 03	Healthcare System Management
HCM 04	Healthcare Project Management

Elective: Healthcare Technology

Sem III	
Code.	Name of the Course
HTM 01	Artificial Intelligence in Healthcare
HTM 02	Health Technology Integration & Management
Sem IV	
HTM 03	Health Technology Entrepreneurship
HTM 04	Artificial Intelligence in Healthcare

Elective: Fintech

Sem III	
Code.	Name of the Course
FT 01	Introduction to Fintech
FT 02	Fintech Innovation and Trend
Sem IV	
FT 03	Fintech in Capital Market
FT 04	Financial Analytics and Blockchain in Fintech

XIX. Summary of the Proposed Syllabus Content

Sr. No	Proposed Syllabus Content	Remark(If Any)
1	Total credit (124) Change the credit structure in allsemester as per AICTE Norms	
2	Total Marks of Subjects- 3400 Marks & Credit distributed <ul style="list-style-type: none">• Sem I= 900 (31)• Sem-II- 900 (35)• Sem-III-900(39)• Sem-IV-700 (19)• Total -3400 (124)	
3	<u>Introduced MOOCS</u> in threesemester at course Structure Mandatorily. Semester –I MOOCS- 4 Credit Semester –II MOOCS- 8 Credit Semester –III MOOCS- 8 Credit Total = 20 credit	MOOCS becomes Mandatory as per UGC and AICTE Norms.
4.	<u>Introduce New specialization(5)</u> <ul style="list-style-type: none">• Family Business• Supply Chain and Logistics Management• Healthcare and Hospital Management• Healthcare Technology• Fintech New Syllabus- Area of Specialization = 19	
5	Five (5) choice based open subject each semester	
6	Examination PatternUE-100 MARKS IE- 50 MARKS Total = 100 UE- Examination Hours-3 hours	

As Per AICTE –Module – New Course Structure MBA (CBCS -2022- 2023)

Major Highlights

a. Credit and Marks Structure

- i. I year – 66credit (31 credit+35 Credit)
- ii. II Year =58 credit (39 credits +19 credits)
- iii. Total =124 credit**
- iv. Total Marks- 3400(I to IV sem)
- v. Structure – UE+IE, IA, (Open) and MOOCS

b. Offering New Specialization -

Introduce new additional New Specialization & Develop syllabus structure= Five (5)

- i. Family Business
- ii. Supply Chain and Logistics Management.
- iii. Healthcare and Hospital Management**
- iv. Healthcare Technology**
- v. Fintech

c. Introduction of MOOCS Each semester- Compulsory

d. Examination pattern- 100 marks (100-UE+50 IE)

- i. **UE-100 marks conversion into 50 Marks for regular mode & 70**
Marks of Distance education & Online mode
- ii. Examination HOURS FROM 2hrs to 3 Hrs

e. Total No of Subjects offering (4 Semester) = 103

Programme Structure

AQAR Based Course structure – Course mapping and outcome base subjects

Sr.No.	Name of the Course	No. of Subjects
1	Core Subjects	22
2	Electives Subjects (19 Elective * 4 Subjects =38 Subjects) each for semester III & IV	76
3	Open Subjects	20
4	MOOCS	05
	TOTAL	123

Sr.No.	Name of the Course	No. of Course
1	Employability Skill	70
2	Entrepreneurship Development	56
3	Skill Development (Life Skill, Knowledge Skill, Personality Skill, Managerial Skill)	25

Sr.No.	Name of the Course	No. of Course
1	Combination of Programme as per UGC AND AQAR (Core+ Elective + open+ MOOCS) =4 COMBINATION	123
2	Core Course (Common Subject(Sem-I to IV))	22
3	Generic Elective –Open Elective (Sem-III &IV)	09
4	DSE-Discipline Specific Elective(19 Elective*4)	76
5	Ability Enhancement Compulsory Course ((Sem-I to IV))	16
	Total Programmes	118

PROGRAM OUTCOME(PO)

Program Outcome(PO)	Description
Program Outcome(PO) 1	Apply the knowledge of management theories and practices to solve businessproblems
Program Outcome(PO) 2	Foster analytical and critical thinking abilities for data-based decision making
Program Outcome(PO) 3	Learn new technologies with ease and be productive at all times
Program Outcome(PO) 4	Ability to understand, analyze and communicate global, economic, legal andethical aspects of business.
Program Outcome(PO) 5	Read, write, and contribute to Business literature
Program Outcome(PO) 6	Ability to lead themselves and others in the achievement of organizationalgoals, contributing effectively to a team environment.

MBA (G) SEMESTER I

Revised Syllabus

With Effect From (2022–24)

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	101	Management Concepts and Applications	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand the basic Management Concepts and Skills.To studythe Principles and Functions of Management. To learn the Applications of Principles of management. To familiar with the Functional areas of management. To studythe Leadership styles in the organization. To expose to the Recent trends in management. 			
Learning Outcomes:			
<p>On completion of this course, the students will be able to</p> <ul style="list-style-type: none"> Understand the Management Concepts and Managerial Skills. Focus on the Principles and Functions of Management. Learn to apply the Principles of Management in practice. Familiarize with the Functional areas of management. Use the effective Leadership styles in the organization. Recognize the Recent trends in management. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Management: Definition and meaning of Management, Characteristics of Management, Management as Art and Science, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Skills and Functions of Manager	6	CO1	PPT and Discussion	Understand	CES (class test or assignment or end term)

2	<p>Planning: Meaning of Planning, Nature and importance of Planning, Steps in Planning Process, Types of Plans, Objectives-meaning, Management by Objectives (MBO), Management by Exception.</p> <p>Decision Making Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and</p>	6	CO2	PPT and Discussion	Understand	CES (class test or assignment or end term)
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3	<p>Organizing: Meaning of Organizing, Process of Organizing, Principles of Organizing, Types of organizational structures - Formal and Informal, Line and Staff Relationship Departmentalization - Bases of Departmentalization,.</p> <p>Staffing: Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Training of Employees: Methods. Performance Appraisal: Methods,</p>		CO3	PPT and case study	Analyze	Flip classor End Term internal
4	<p>Directing: Meaning of Directing, Principles of Directing, Span of Management - Determinants of Span of Management, Centralization Vs Decentralization, Authority, Responsibility and Accountability: Delegation of Authority - Advantages of Effective Delegation. Barriers to effective</p>	7	CO4	PPT and case study	Analyze	End Term internal

	delegation Delegation Vs Decentralization					
5	Controlling: Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Leadership: meaning, Importance Styles of Leadership,	7	CO 5	PPT and Think Pair Share (TPS)	Evaluate	End Term internal
6	Functional Departments And Sections - HR, Marketing, Production & Operations, Finance, Reference Books: Introduction To Business Sectors: Manufacturing – (Automobile, Pharmaceutical, etc , Service (IT, Telecom, Banking, Insurance, etc), – Management of SMEs.	8	CO6	PPT and Think Pair Share (TPS)	Create	CES (Flip class or end term)

Sr.No.	Name of the Author	Title of the Book	Year of	Publisher
1 National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management	–	Himalaya Publishing
2 National	Dr. T. Ramasamy	Principles and Practice of Management	–	Himalaya Publishing
3 National	L.M. Prasad	Principles and Practice of Management,	–	Sultan Chand &
4 International	Koontz, Wehrich and A. Ramchandra	Principles of Management	–	Tata McGraw-
5 International	Peter F. Drucker	Practice of Management	–	Harper Business.
6 International	Richard L. Daft	Principles of Management	–	Cengage
7-Lead Textbook	Pravin Durai	Principles of Management Text & Cases	–2019	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.ft.com/business-education.
2	http://www.makeinindia.com/policy/new-initiatives.
3	https://india.gov.in/
4	http://pmindia.gov.in/en/
5	http://www.makeinindia.com/policy/new-initiatives
6	https://mygov.in/group/digital-india
7	www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/management-fundamentals-healthcare-administrators

Mapped by: Dr. Pankaj Saini, BVIMR, New Delh	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	102	Managerial Economics	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision-making. To prepare the students for the use of managerial economics tools and techniques in specific business settings. Comprehend how changes in the environment in which firms operate influence their decision-making. To develop managerial skills for developing business strategy at the firm level. To understand recent developments in strategic thinking and how it is applied to economic decision making. Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the role of managers in firms. Analyze the demand and supply conditions and assess the position of a company. Estimation of production function and finding out optimal combination of input using Isoquant and Isocost. Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market. Enable to know the importance of various sectors of the economy and their contribution towards national income. Investigate potential output and compute output gaps and diagnose the outlook for the economy. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Economics For Business -Nature and Scope of Managerial Economics, Firm and its Objectives, Theories of Firm, Role of Managerial Economics in Decision Making.		CO1	Lecture with PPT's + Illustrations	Remember	End Term Internals: Short Answers
2	Demand Theory and supply- Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Concept of Supply, Demand and		CO2	Lecture with PPT's + Illustrations	Understand	Case Study, End Term Internals: Short Answers

	Supply Equilibrium, Shift in Demand and Supply.					
3	Theory of Production - Production function, Law of Diminishing Marginal Returns, Three stages of Production, The Long run Production function, Isoquant and Isocost curve, Importance of Production function in managerial decision making.		CO3	Lecture with PPT's + Illustrations	Understand and Apply	End Term Internals: Short Answers
4	Theory of Cost - Classification of Costs - Short Run and Long Run Cost, Cost Function, Scale Economies, Scope Economies, Dual Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium).		CO4	Lecture with PPT's + Illustrations	Understand and Apply	End Term Internals: Short Answers
5	Market Structure - Introduction to different types of Market- Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition - Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly (Kinked Curve), Game theory.		CO4	Lecture with PPT's + Illustrations	Evaluate and Apply	End Term Internals: Short Answers
6	Macroeconomic markets and Integration -Product Market: Saving and Investment Function, consumption function. Aggregate demand and Aggregate supply. Fiscal Policy and Monetary Policy for uplifting the economy.		CO5 & CO6	Lecture with PPT's + Illustrations	Understand and Apply	End Term Internals: Short Answers

	Types of Business Cycle.				
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	DN Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G.S Gupta	Managerial Economics: Micro Economic	2004	McGraw Hill
3 National	H.L.Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	R.Dornbusch, S.Fischer	Macro Economics	2018	McGraw Hill
6 International	A.Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No.	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com
6	International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee
7	Journal of International Economics https://www.journals.elsevier.com/journal-of-international-economics/

MOOCs:

Resources No.	Web site address
1	Swayam -IT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam -IIM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX IIM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis

Mapped by: Dr.Vrushali Kadam, Yashwantrao Mohite Institute of Management, Karad

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	103	Financial and Management Accounting	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To acquaint the learners with the fundamentals of Financial Accounting. To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS) To introduce the concepts of Cost and Management Accounting To orient the students about application of budgetary control as a technique of Management Accounting To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting 			
Learning Outcomes :			
<ul style="list-style-type: none"> Learners will be able to know the fundamentals of Financial Accounting and Accounting Principles Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS) Learners will be familiar with concepts of Cost and management Accounting Learners will be able to apply the technique of Budgetary Control Learners will be able to apply the technique of Standard Costing and Marginal Costing. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Financial Accounting Financial Accounting: Definition, Objectives and Scope, Accounting Concepts and Conventions, GAAP, Branches of Accounting, Accounting Cycle, End Users of Financial Statements	7	CO 1	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment
2	Accounting Mechanics Principles of Double Entry	11	CO 2	Discussion + ppt + Smart board +	Apply	Test Case Study

	Book-Keeping, Journal Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor, Meaning of Financial Statements, Importance and Objectives of Financial Statements			Application based questions, Case Studies		solving
3	Introduction to International Accounting Standards Development of international accounting Standards and financial reporting rules. Role of ICAI and Ministry of Corporate affairs in setting up Accounting Standards. Need and Advantages of International Financial Reporting Standards (IFRS) IFRS for Small and Medium Enterprises	5	CO 3	Discussion after visiting ICAI and IFRS website + ppt	Analyze	Assignment Project
4	Introduction to Cost and Management Accounting Cost Accounting: Meaning and Importance, Concept of Cost Centre, Cost Unit, Classification of Costs, Preparation of Cost Sheet, Management Accounting: Definition, Nature and Scope, Distinction between Financial Accounting and Management Accounting	6	CO 4	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment
5	Techniques of Management Accounting (Budgetary Control) Meaning, Objectives, Advantages and Limitations of Budgetary Control Types	8	CO 5	Discussion + ppt + Smart board + Application based questions, Case Studies	Evaluate	Test Case Study solving

	of Budgets, Preparation of Flexible Budget and Cash Budget					
6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Meaning of Standard Costing, Steps to implement Standard Costing Variance Analysis of Material and Labour Costs, Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety, Caselets of Management accounting : decision making	11	CO 6	Discussion + ppt + White board + Application based questions, Case Studies	Create	Test Case Study solving

Reference Books:

Reference Books(Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.N. Maheswari	An Introduction to Accounting	11 th edition	Vikas
2 – National	Ambarish Gupta	Financial Accounting for Management	5 th edition	Pearson
3 – National	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting	2015 edition	Taxman
4 – International	Colin Drury, Huddersfield	Cost and Management Accounting	7 th 2011	Cengage Learners
5 – International	Pauline Weetman Fin	Financial and Management Accounting – An introduction,	7 th 2015	Pearson
6 – International	Jan Williams , Sue Haka , Mark Bettner , Joseph Carcell	Financial & Managerial Accounting,	18 th edition	McGraw hill

Online Resources:

Online Resources No.	Web site address
1	https://www.moneycontrol.com/
2	www.icai.org

3	https://www.ifrs.org/
4	https://icmai.in/icmai
5	https://www.rbi.org.in/

MOOCs:

Resources No.	Web site address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769
3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Mapped by: Dr. Sonali Dharmadhikari,, BVDU Institute of Management & Entrepreneurship Development,Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	104	Organizational Behavior	
Type	Credits	Evaluation	Marks
Full Credit	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To create Dynamic and Effective Business Professionals and Leaders. To transform the individuals to cater to the needs of the society and contribute to Nation building To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior. To improve Organizational Behavior by having a sound knowledge of cultural differences. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the expected individual and team behavior in business world. The awareness of applicable leadership qualities for entrepreneurs / corporate / managers. To develop skills and inculcate motivational concepts. To be aware of individual, cultural difficulties of organizations and to be able to master over them. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Organizational Behaviour – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study	8	CO 1	Discussion through practical examples + ppt + Smart board	Understand	Test Assignment & Case Study solving
2	Individual Behavior : Perception – Factors influencing perception, Process, Perception distortion- halo effect, stereotyping, projection, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality	8	CO 1	Discussion through practical examples + ppt + Smart board	Apply (Analyse)	Test Assignment & Case Study solving

	Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values, Learning-Theories of Learning -reinforcement					
3	Motivation Concepts to applications: Concept of motivation - Definition - Theories of Motivation - Maslow's' need Theory, Herzberg's Two factor theory, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign	8	CO 3	Discussion through practical examples + ppt + Smart board	Analyse	Test Assignment & Case Study solving
4	Group Behavior: Group-Formation of Group -Classification- informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness-Group decision making– Group Shift, Group Think, Creating effective teams. Interpersonal Dynamics – a) Definition, b) Psychological Contract, c) Trust and trust building, d) Prosocial behavior, e) Cooperation Vs Competition f) Conflict management, g) Levels and types of conflict at workplace, h) Conflict management Styles, i) Managing Negotiations.	8	CO1	Discussion through practical examples + ppt + Smart board	Evaluate	Test Assignment & Case Study solving

5	Leadership: Concept of Leadership-Traits of good Leader-Difference between Leader and Manager-Theories of Leadership–Trait theory, Behavioral	8	CO2	Discussion through practical examples + ppt + Smart board	Create	Test Assignment & Case Study solving
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	theory and Contingency theory, Ohio State and MichiganStudies					
6	<p>The Organization System : Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress, Overview of Happiness at Work, Mental Health & Welbeing.</p> <p>Workforce diversity- Diversity management strategies. Culture - Definition, Culture's function, need and importance of Cross Culturaltraining – Organizational Change – Forces for change, resistance to change, Managing organizational change.</p>	8	CO4	Discussion through practical examples + ppt + Smart board	Evaluate	Test Assignment & Case Study solving

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	Kavita Singh	Organizational Behaviour	2015, 3 rd edition	Pearson Publication
2 International	Robbins, Timothy Judge, SeemaSanghi	Organizational Behaviour	12 th edition	Stephen Pearson Prentice Hall
3 National	M N Mishra	Organizational Behaviour	2010	Vikas Publishing House Pvt. Limited

4 International	Fred Luthans	Organizational Behaviour	13th edition	Mc Grow Hill Inc
5 International	John Newstrom and Keith Davis	Organizational Behaviour	11 th edition	Tata McGraw Hill

Online Resources No.	Web site address
1	www.bretlsimmons.com
2	https://www.youtube.com/watch?v=J1a7vP3gyL4
3	www.positivesharing.com
4	https://www.youtube.com/watch?v=r2Xv9Am7PWQ

MOOCs:

Resources No.	Web site address
1	Alisons
2	Swayam

Mapped by: Dr.Deepali Nair, BVDU- Dapartment of Management Studies Navi Mumbai	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	105	Statistical Techniques	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce to the learner the importance of statistical techniques in business applications To familiarize with the basic concepts of statistical techniques. To expose to the Graphical representation of data. To impart skills in computation and application of correlation and regression. To understand the basics of probability and testing of hypotheses 			
Learning Outcomes:			
<p>After learning the concepts of Statistical Techniques, students will be able to have a</p> <ul style="list-style-type: none"> Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis Have clear understanding of various statistical tools and their applications in Business. Analyze the importance of Statistical Techniques in different functional areas of Management. Apply Correlation and Regression Techniques in Business applications. To apply the statistical techniques to small data sets for analysis and interpretation 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Applications of Statistics. Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves	6	CO1, CO3	Lecture, Visual Aids	Understand, Analysis, Apply	Quizzes, Class Discussions, Case Studies
2	Measures of Central Tendency: Arithmetic mean, Median and Mode, examples on missing frequency, Positional averages - Quartiles, deciles and percentiles.	10	CO1, CO5	Lecture, Problem Solving	Analysis, Apply	Assignments, Case Studies
3	Measures of Dispersion – Range - Quartile	12	CO1, CO3, CO4	Lecture, Case	Analysis	Group

	deviations, Mean deviation, Standard Deviation, Variance, Coefficient of Variation. Applications in business and management.			Studies	, Apply	Projects, Case Studies
4	Correlation analysis: Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient.	6	CO2, CO4	Lecture, Practical Exercises	Analysis, Apply	Practical Exercises, Quizzes, Case Studies
5	Regression analysis: Regression lines, Regression coefficients. Business application	6	CO2, CO4	Lecture, Case Studies	Analysis, Apply	Practical Application, Case Analysis
6	Probability & Probability Distributions: Elementary probability concepts: Random Experiment, Outcome, Sample space, Examples on Tossing of coins, throwing dice, playing cards. Probability Distributions- Binomial, Poisson and Normal Distribution	6	CO1, CO5	Lecture, Problem Sets	Analysis, Create	Problem Sets, Case Studies

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.C.Gupta& Indira Gupta	Business Statistics	2016	Himalaya Publishing House
2 – National	Bhardwaj R. S.	Business Statistics	2009	Excel Books India
3 National	R.P. Hooda	Statistics for Business and Economics	2013	Vikas Publishing House
4 International	Richard I. Levin & David	Statistics for Management	1994	Prentice Hall
5 International	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
– 6 International	Dr. Jim McClave, Dr. Terry Sincich	Statistics for Business and Economics	2011	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Mapped by: Dr.Nilesh Mate, CDOE,BVDU, Pune

BOS Chairperson: Prof. Dr. R.U. Kanthe
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Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	106	Business Environment	
Type	Credits	Evaluation	Marks
CES	3	UE:IE	50:50

Course Objectives:

- To enable the students to understand the overall business environment within which an organization has to function.
- To enable students to understand its implication for decision making in business organizations.

Course Outcomes:

On the successful completion of this course the learner will be able to;

- Understand the role of managers in firms.
- Design and develop strategic plans for the organization
- Understand the importance of various sectors of the economy and their contribution towards national income.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Business Environment: - Nature and scope of business, goals meaning of environment of business, objectives, of environmental forecasting, limitations of environmental forecasting.	7	CO 1	Lecture with PPTs, Case Study, Group Activity and Quiz	Understand	Case Study, Quiz End Term Internals: Short Answers
2	Economic Environment: - Nature of economy, structure of economy, understanding economic system, economic policies- Industrial Policy and Trade Policy, Fiscal Policy, Monetary Policy, National Income and GDP, composition and	10	CO 2	Lecture with PPTs, Case Study and Quiz	Analyze	Case Study , Newspaper Article End Term: Applied Questions

	Growth trends.					
3	Regulatory Environment: - Functions of state, Economic role of Government, Government and Legal System, the constitutional environment, forms of Government regulations, state intervention and control, business-Government interference.	6	CO 2	Lecture with PPTs, Case Study and Quiz	Evaluate	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	Socio-Cultural Environment: - Business and Society- social responsibility of business social orientation of business, the Indian scenario, social audit, impact of culture on business, other socio-cultural factors and business, Consumer Protection Act, Consumer rights, Right to information Act, business ethics and corporate governance.	10	CO3	Lecture with PPTs, Case Study, Group Activity Video Cases	Apply (Create)	Group Activity End Term Exam: Short case and situation based questions
5	Natural and Technological Environment: - Natural Environment, technological environment and their impact on business, innovation and business technology and competitive advantage, economic effects of technology, technology policy and government promotional facilities.	4	CO3	Lecture With PPTs Video Cases	Evaluate	Group Activity, Case Presentation Activity End Term: Theory Applied
6	Global Environment and Institutions:- Globalisation-meaning, features, benefits, challenges, globalization of Indian businesses GATT and WTO – understanding	8	CO3	Lecture with PPTs, Case Study, Group Activity, Video Cases	Evaluate	Group Activity End Term Exam: Short case and

WTO, functions, structure, implications for India, regulation of foreign trade- Foreign Trade Act, EXIM policy, FEMA., Market Reforms in Asian Countries.					situation based questions
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Reference Books:-

Sr. No.	Name of the Author	Title of the Book
1 National	Raj Agarwal	Business Environment
2 National	Francis Cherunilam	Business Environment
3 National	K. Aswathappa	Essentials of Business Environment

Online Resources:

Online Resources No	Web site address
1	www.rbi.org.in
4	www.economist.com
5	www.bbc.com

MOOCs:

Resources No	Web site address
1	Swayam
2	Coursera

Mapped by: Dr. Pralhad K. Mudalkar, BVDU, IM Kolhapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	107	Business Communication	
Type	Credits	Evaluation	Marks
Core	03	UE:IE	50:50
Course Objectives:			
<p>To familiarize the students with the process of communication, make them understand the</p> <ul style="list-style-type: none"> principles and techniques of Business Communication. <p>To enable students to comprehend the different dimensions of Business Communication.</p> <ul style="list-style-type: none"> To enlighten about the communications strategy for managers. 			
Learning Outcomes:			
<ul style="list-style-type: none"> The Students should be able to communicate effectively in professional circles. There should be a positive change in the oral and written communication skills of the students after studying the subject. <p>The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently.</p>			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication channels, their effectiveness and limitations, Importance of Non-Verbal Communication	06	CO1	Lecture with PPTs Group Discussions/Debates	Understand	Test Assignment & Case Study solving
2	Communication in Organizations Communication needs of business organization, Strategies for improving Organizational communication, direction of flow of communication in organization, networks of flow of communication wheel network, chain network, Y network, circle network. Feedback, types of feedback, importance of	06	CO1, CO2	Lecture with PPTs Group Discussions/Debates	Apply (Analyse)	Test Assignment & Case Study solving

	feedback Intra-organizational communication, inter-organizational communication. Inter-cultural communication – guidelines for effective communication across cultures					
3	<p>Verbal & Non-verbal communication: Introduction, Advantages of verbal Communication, Public Speaking, Meaning, Importance, Uses of nonverbal communication, Body Language, Gestures, Postures, Para Language, nonverbal aspects of written communication.</p> <p>Presentation Skills – Techniques for effective Presentations, Qualities of a skillful Presenter. Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews, Preparation for GD, and Interviews. Exercises for Oral Communications – Individual and Group Presentations, Group discussion, Extempore, Role Playing, Debates, and Quiz</p>	06	CO2	Lecture with PPTs Group Discussions/Debates	Analyse	Test Assignment & Case Study solving
4	<p>The Importance of Listening and Reading Skills: Introduction, what is listening? Barriers to Listening, Strategies for 06 Page 45 Effective Listening, Listening in a Business Context Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading</p>	06	CO1, CO2	Lecture with PPTs Group Discussions/Debates	Analyse	Test Assignment & Case Study solving
5	Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business	15	CO3	Lecture with PPTs Group Discussions/Deb	Apply	Test Assignment & Case Study solving

	<p>Writing Internal Business Communication: Introduction, Writing Memos, Circulars, Notices, Meeting: agenda, minutes of the meeting, Email, Communication with Shareholders External Business, Writing Business Letters: Introduction, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, inquiry letters, trade reference letters, etc Letters from Purchase department, Letters from the different functional departments, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, dealing with complaints) Exercises for Written Communications: Essay writing, Speech Writing, Creative Writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation Employment Communication Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, And Other Letters about Employment</p>			ates/Letter writing		
6	Technology enabled communication role of technology, different forms of technology for communication, Telephone	06	CO1, CO2	Lecture with PPTs Group Discussions/Deb	Analyse/Apply	Test Assignment & Case Study solving

	Etiquette, Netiquette Communication Strategy for Managers: Communicating different types of messages positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication			ates/Pres entations		
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Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	MeenakshiRaman,Prakash Singh	Business Communication	Oxford Higher Education
2 National	R.K.Madhukar	Business Communication	Vikas Publications
3 National	UrmilaRai, S M Rai	Business Communication	Himalaya Publications
4 International	Shirley Taylor	Communication for Business	Pearson Longman Publications
5 International	<u>Kerry Patterson, Joseph Grenny</u>	Crucial Conversations: Tools for Talking When Stakes Are High	McGraw-Hill
6 International	John V. Thill, Courtland L. Bovee	Excellence in Business Communication	Pearson Publications

Online Resources:

Resource No.	Website Address
01	https://www.freebookcentre.net/business-books-download/Business-Communication.html
02	https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success
03	https://courses.lumenlearning.com/wm-businesscommunicationmgrs/

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Mapped by: Dr.Shradha Vernekar, BVDU Institute of Management & Entrepreneurship
Development ,Pune

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS		Revised Syllabus w.e.f. - Year 2022 2023	
Semester	Course Code	Course Title	
I	108	Fundamentals of Information Technology	
Type	Credits	Evaluation	Marks
Core	2	IE	IE = 100
Course Objectives			
<ul style="list-style-type: none"> To impart the IT skills and Knowledge required for managers. To help the students understand the basics of computer technology and Networking To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point To orient the students about the E-Commerce technology and its applications in Business world. To help the students understand various Information Systems implemented in organizations To acquaint the students with various current trends and concepts of computer Technology. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Students will be able to gain the basic knowledge of Computer Technology Students will be able to know the basics of computer technology and Networking Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point Students will understand the E-commerce technology and its applications Students will have a greater understanding of with Information Systems implemented in organizations Students will be familiar with new terms and trends of computer technology 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Computer Technology, Basic operations and connecting Devices and External Operating devices, Types of Software: (system, Utility, Applications) types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), software trends and issues (mobile applications,	6	CO 1	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment

	integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems					
2	Networking: Definition of Network, Types of Networks, Advantages of Networks, Internet: Definition, concept, advantages, threats, applications	6	CO 2	Discussion + ppt + Smart board + Application based questions, Case Studies	Apply	Test Case Study solving
3	Microsoft Word, Microsoft Excel, Microsoft PowerPoint: IT Skills: Lab sessions necessary Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc MS Power point- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows. MS Excel –Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions,	6	CO 3	Discussion after visiting ICAI and IFRS website + ppt	Analyze	Assignment Project

	sensitivity analysis, Pivot tables etc.					
4	E-COMMERCE: E-commerce : Definition, evolution, advantages. Types of E-commerce: B2B, B2C, C2C, E-governance,. Impact of E-commerce on Banking Industry. How Banking Industry has evolved post E-commerce applications.	6	CO 4	Discussion through practical examples + ppt + Smart board	Understand & remember	Test Assignment
5	Introduction to MIS: Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems (TPS, MIS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems and Marketing systems, Operations and Financial Management Systems.	6	CO 5	Discussion + ppt + Smart board + Application based questions, Case Studies	Evaluate	Test Case Study solving
6	Current trends- Integrated enterprise system (ERP, CRM, and SCM), governance tool, ITIL. Concept of SMAC (Social, Mobile, Analytics and Communication), use of social media face book, Twitter, LinkedIn etc. for general communication and	6	CO 6	Discussion + ppt + White board + Application based questions, Case Studies	Create	Test Case Study solving

business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation. Latest terms in computer technology: Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, GUI (Graphical User Interface), Audio-visual communication/meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business					
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Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Ramesh Bahl	Information Technology for Managers		Tata Macgraw Hill
2 – National	Pradeep K. Sinha	Computer Fundamentals		BPB Publications
3 National	A. K. Saini, Pradeep Kumar	Computer Application in Management		Anmol Publications
4 International	Geoff Walsham	Interpreting Information Systems in Organizations		The Global Text Project , 2011, http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf
5 International	Henry C. Lucas	Information Technology for Managementll		McGraw-Hill/Irwin , 2009
6 International	David T. Bourgeois	Information Systems for Business and Beyondll		Saylor Foundation , 2014

Online Resources:

Online Resources No.	Web site address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf
3	https://www.managementstudyguide.com/understanding-e-commerce.htm
4	https://www.sigc.edu/department/mba/studymet/ManagmentInformationSystem.pdf
5	https://www.tutorialspoint.com/management_information_system/basic_information_concepts.htm

MOOCs:

Resources No.	Web site address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Mapped by: Dr. Mahadev K. Patil , AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course	
I	110 Open	Agriculture Business Management	
Type	Credits	Evaluation	M
Open	02	IE	IE = 100
CourseObjectives:			
<ul style="list-style-type: none"> To Understand Problems and prospectus of Agricultural sector in India To Demonstrate tools and techniques required to uplift managerial skills to develop advancements in agricultural sector To Identify and implement managerial initiatives in agricultural sector 			
LearningOutcomes:			
<ul style="list-style-type: none"> Students will be well equipped with Managerial Skills required in agricultural sector. Students can use managerial skills to become agricultural entrepreneur Students will new dimensions to the traditional agricultural pattern Students will well equipped with skills required for expansions of Agricultural sector 			

Unit	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Agribusiness, Meaning, Scope and Importance, Current Scenario of agribusiness in India, Problems and Plausible solutions.	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Structure and Forms of Agri- Business Different forms of Agri-businesses ,Structure of Agri-Business, Marketing Problems and Solutions of Agricultural produce, Role of Cooperatives in development and marketing of Agricultural Sector	5	CO 3	Lecture with Ppts Case Study	Understand	Case Study , Newspaper Article End Term: Applied Questions
3	Financial Support: Micro financing, Institutes providing agricultural funds, Role of Financial institutions supporting agricultural	10	CO 2	Lecture with PPTs Case Study	Understand , Analyse	Case Study with Presentations End Term Exams: Case based Questions/ Applied

	sector at central level, state level and district level cooperative in agricultural financing.					Questions
4	Distribution support: Organizations supporting in distribution of agricultural produce at national level ,state level and district level taluka level , Role of Co-operatives	5	CO1	Lectures with PPTs Case Studies Group Live project	Analyze, Evaluate	Group Projects End Term Exam: Short case and situation based questions
5	Role of Government: Role of Government in Price Determinations ,Impact of Government rules and regulations on price determinations	5	CO4	Lecture with PPTs	Apply, Analyse	Presentation Activity End Term: Theory Applied
6	Agri- Business Controlling : Agricultural produce quality Control ,Return on Investment , Agricultural productivity Control	5	CO4	Lectures with PPTs Case Studies Live project	Evaluate, Create	Activity End Term: Theory Applied

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1.		American Institute of Co-operation Farmers in		
2.		Marketing by Framers for Farmers		NCDC New Delhi

Online Resources:

Online ResourcesNo.	Website address
1	Fundamentals-Of-AgriBusiness-Management-ICAR-ecourse-Free-PDF-Book-Download-e-krisi-shiksha.html
2	https://www.agriexam.com/fundamentals-of-agri-business-management-book-pdf

MOOCs:

ResourcesNo	Websiteaddress
1	https://www.mooc-list.com/tags/agriculture -lean-
2	https://www.mooc-list.com/tags/agribusiness-
3	https://aims.gitbook.io/farm-data-mooc/

Mapped by: Dr. Rahul Manjare, BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. -Year 2022 2023			
Semester	CourseCode	Cours	
I	110 - Open	Community Work-I	
Type	Credits	Evaluation	M
Open	02	IE	IE -100
Course Objectives:			
<ul style="list-style-type: none"> This Course aims to expose the students to social issues and help them to participate in community work through trips /events organized in the institute and to volunteer at events like fundraising activities, fair, festivals, slums and NGOS. To expose the students towards social reality and role of community development forsocial upliftment and well-being. To involve students in community work through active involvement andparticipation 			
Learning Outcomes:			
<ul style="list-style-type: none"> Students will be able to know the community needs and understand their role in to contribute meaningfullytowards community development. Students will be developed and accepted by the society as very responsible youth of the nation Students will understand and impart the role of them in the society 			

Unit	Contents	Session s (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction : History, meaning, Goals, values, functions, role and process of community work. Professional and voluntary community work. Attitudes, roles and skills of a community worker	5	CO1	Lectures with PPTs Group Activity Video Cases Discussion s	Understand	Group Activity End Term Exam: Short case and situation based questions
2	Social concerns in India: poverty, unemployment, population, problems faced by women – dowry, domestic violence, etc. Social problems - terrorism, corruption, caste conflict, drug abuse,AIDS, ETC.	5	CO2	Lectures with PPTs and Discussion	Understand	CES (class test or assignment or end term)
3	Types of CommunityWork	5	CO2	Lectures with PPTs	Understand Analyze	

	Types of community work. Caring for needy, helping the poor, fundraising drives-organizing			Discussions		
4	Community Work for Slums Learn the government facilities, NGOs which are working for the slums and try to connect any NGO.	5	CO3	Lectures with PPTs Discussions	Understand Analyze	Group Activity ,Case Study with Presentations
5	Community Work for Environment Role of Govt.and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dry and wet waste classification, Tree Plantation Drive, Environment awareness activities etc	5	CO3	Lectures with PPTs Discussions	Understand Analyze	Group Activity, Field work, End Term internal
6	Community Hours: Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non profit organization etc , Submit a report on a particular type of community involvement undertaken	5	CO3	Lectures with PPTs	Understand Analyze	Seminar/ Workshop Participation, Field work

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1.	Rhonda Phillips, Robert Pittman	An Introduction to Community Development	2014	
2.	Manohar S. Pawar,	Community Development in Asia and The Pacific	2009	

Online Resources:

Online Resources	Website address
1	https://communitywealth.org/sites/clone.communitywealth.org/files/downloads/tool-
2	https://www.ahaprocess.com/solutions/communitywealth.org/files/downloads/tool-
3	https://www.ahaprocess.com/solutions/communitywealth.org/files/downloads/tool-

MOOCs:

ResourcesNo	Website address
1	https://alison.com/course/diploma-in-community-development

Mapped by: Dr.S.S.Sawant, , BVDU-Abhjjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
I	110 - Open	Current Affairs	
Type	Credits	Evaluation	Marks
Open	2	IE	IE-100
Course Objectives :			
<ul style="list-style-type: none"> Apply the knowledge of management theories and practices in resolving the business problems. Foster analytical and critical thinking abilities for data-based decision making. Learn new technologies with ease and be productive at all times Read, write, and contribute to Business literature Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. 			
Learning Outcomes:			
<ul style="list-style-type: none"> To enable the students to take decisions related to critical current business issues. To be able to Interpret and understand the current business issues. To analyze business current affairs. To acquaint with the current happenings in the business. To comprehend the current affairs and its implications on businesses at national and international level. 			

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Economy: Monetary and Fiscal Policy, Budget Analysis, Digital Economy, Insolvency and Bankruptcy Code, UBI (Universal Basic Income), Banking Sector - Bank Mergers, Private Bank Licensing, Payment Banks etc.	6	CO4	Lecture with PPT	Understand	Quiz
2	Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of Doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in the Industry	6	CO1	Lecture with PPT Case Discussion	Apply	Short Answer Oral
3	Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission Sustainability – Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy, etc.	6	CO2	Video Presentation Group Discussion Quiz	Analyse	Mid Term Quiz Applied Questions

4	Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers. Global Trade Treaties, RCEP, NAFTA, G20, Brexit.	6	CO3	Lecture with PPT Case Study	Create	Case Presentation
5	Article Reading and Discussion on Current Affairs: Economics Times Mint Business Line (by Hindu) Book Reading: Imagining India – Nandan Nilekani Breakout Nations – Ruchir Sharma Wings of fire- An autobiography of APJ Abdul Kalam	6	CO4	Group Activity Reading in Library	Understand	End Term Theory Question
6	Students are required to prepare a workbook (practical file) for assimilating data of different events. Make presentations, Study the related topic independently and analyze and relate the current decision with the issue.	-	CO5	Lecture Discussion on Workbook	Evaluate	Work book submission

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1..National	Dr. Abdul Kalam&ArunTiwari	Wings of fire- An autobiography of APJ Abdul Kalam	1999	University Press
2. National	Mahatma Gandhi	Mahatma Gandhi Autobiography : The story of my experiments with truth.	1948	Dover Publication
3 National –	Jawaharlal Nehru	The Discovery of India by Jawaharlal Nehru	2008	Penguin
4 International	Loren B. Belker, Gary S. Topchick	The First- Time Manager	2005	Amacom
5 International	Bear Grylls	A Survival Guide for life How to achieve your goals, thrive in adversity, and grow in character.	2013	July
6 International	Frans Johanson	The Medici Effect- What Elephants & Epidemics can teach us about Innovation.	2004	HBS Press
7 International	Charles Futrell	ABC's of Selling	1989	Irwin

Online Resources	Websiteaddress
1	https://dea.gov.in
2	https://finmin.nic.in
3	www.wto.org
4	www.commerce.nic.in
5	www.weforum.com
6	https://www.journals.elsevier.com/
7	http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Web site address
1. Economics	https://www.es.corporatefinanceinstitute.com
2. Politics	https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
3. Business	EDX https://www.edx.org/learn/international-business
4. Leadership	https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
5. International Financial Environment	https://nptel.ac.in/courses/110105031/

Mapped by: Dr. Archana Sakure -, Yashwantrao Mohite Institute of Management, Karad

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course Title	
I	110 - Open	Universal Human Values	
Type	Credits	Evaluation	M
Open	2	IE	100
CourseObjectives:			
<ul style="list-style-type: none"> • To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings. • To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way. • To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature, religion, ethnicity, gender, and development 			
LearningOutcomes:			
<p>At the end of the course, the students will be able to</p> <ul style="list-style-type: none"> • Evaluate the significance of value inputs in formal education and start applying them in their life and profession • Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc. • Analyze the value of harmonious relationship based on trust and respect in their life and profession 4. Examine the role of a human being in ensuring harmony in society and nature. • Apply the understanding of ethical conduct to formulate the strategy for ethical life and profession. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Introduction-Basic Human Aspiration, its fulfillment through All-encompassing Resolution</p> <p>The basic human aspirations and their fulfillment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All-encompassing</p>	5	CO1	Lecture with Ppts, Discussion	Understand	Discussion

	Resolution for a Human Being, its details and solution of problems in the light of Resolution					
2	<p>Right Understanding (Knowing)- Knower, Known & the Process</p> <p>The domain of right understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence – its interconnectedness and co-existence; and finally understanding the role of human being in existence (human conduct).</p>	5	CO1	Lecture with Ppts, Discussion	Understand	Understand and Discussion
3	<p>Module 3: Understanding Human Being</p> <p>Understanding the human being comprehensively as the first step and the core theme of this course; human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self</p>	5	CO1, CO2	Lecture with PPTs,	Understand	Discussion
4	<p>Understanding Nature and Existence</p> <p>A comprehensive understanding (knowledge) about the existence, Nature being included; the need and process of inner evolution (through self-exploration, self-awareness and self-evaluation), particularly awakening to activities of the Self: Realization, Understanding and Contemplation in the</p>		CO1, CO2	Lectures with PPTs, and Case Studies	Understand	Discussion

	Self (Realization of Co-Existence, Understanding of Harmony in Nature and Contemplation of Participation of Human in this harmony/ order leading to comprehensive knowledge about the existence).					
5	Understanding Human Conduct, All-encompassing Resolution & Holistic Way of Living Understanding Human Conduct, different aspects of All-encompassing Resolution (understanding, wisdom, science etc.), Holistic way of living for Human Being with All-encompassing Resolution covering all four dimensions of human endeavor viz., realization, thought, behavior and work (participation in the larger order) leading to harmony at all levels from Self to Nature and entire Existence		CO1, CO2, CO3	Lectures with PPTs,	Understand	Discussion
6	Case Studies on Universal Human Values		CO1, CO2, CO3	Discuss Case studies	Understand	Discussion

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	R R Gaur, R Asthana, GP	A Foundation Course in Human Values and Professional Ethics	2019	Excel Books, New Delhi.
2	A N Tripathy,	Human Values,	2003	New Age International
3	P L Dhar, RR Gaur	Science and Humanism	1990	Commonwealth Publishers.
4	E G Seebauer & Robert L. Berry	Fundamentals of Ethics for Scientists & Engineers,	2000	Oxford University Press

Online Resources:

Online	Web site address
1	www.amnesty.org/en/human-rights-education/
2	www.hurights.or.jp
3	https://www.ohchr.org/

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.cefims.as.uk
3	https://alison.com/
4	https://www.khanacademy.org/
5	swayam.gov.in

Mapped by: Prof.S.N.Gambhire, , BV DU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	Course Title	
I	110 - Open	Counseling Psychology	
Type	Credits	Evaluation	M
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> To understand how human life unfolds from conception to late adulthood. To develop an understanding of basic concepts, processes, techniques of Counseling To help the students learn how to understand and manage their emotions and develop emotional competencies. To understand the main symptoms and sources of stress and learn ways of coping with stress 			
Learning Outcomes:			
<ul style="list-style-type: none"> Communication: Communicate clearly and effectively in both written and oral forms to an intended audience using appropriate strategies and methods. Critical Thinking: Students will demonstrate the ability to evaluate strengths and weakness of divergent psychological Domain. Quantitative Analysis and Reasoning: Students will demonstrate their ability to apply quantitative analytical processes to solving data analysis problems associated with psychological research. Problem Solving ability: Students will understand the ethical complexity of human interactions in an applied psychological context; students will demonstrate the skill of applying a formal ethical decision-making process. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Meaning and goals; Counseling process and relationship; Counselor effectiveness, Counseling in the Indian context	5	CO 1	Lecture with Ppts Case Study	Understand	Presentations , End Term , Case Presentation
2	Approaches: Overview of approaches to counseling: Psychodynamic,	5	CO 2	Lecture with Ppts Case Study	Apply	Presentations , End Term ,

	Behavioral, Person-centered and Cognitivebehavioral				(Analyse)	Case Presentation
3	Stress: Nature of stress, symptoms of stress, sources of stress, Stress and health	5	CO 2	Lecture with Ppts Case Study	Analyse	Presentation , End Term , Case Presentation
4	Emotional Competence: Importance of recognizing and understanding emotions in oneself and others, importance of managing one's emotions	5	CO3	Lecture with Ppts Case Study	Evaluate	Presentation , End Term , Case Presentation
5	Techniques: Play, Relaxation, Yoga, Meditation	5	CO3	Lecture with Ppts Case Study	Apply (Analyse)	Presentation , End Term , Case Presentation
6	Applications: Family Counseling; School and Career Counseling, Case studies	5	CO4	Lecture with Ppts Case Study	Apply	Presentation , End Term , Case Presentation

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher Company
1	Rao, S.N. & Sahajpal, P	Counselling and Guidance	2013	New Delhi: Tata McGraw Hill
2	Seligman, L. & Reichenberg, L.W	Theories of Counseling and Psychotherapy: Systems, Strategies, and Skills	2010	3rd Ed. Indian reprint: Pearson.
3	Hogan, R.	Development of an Empathy Scale	1969	Journal of Consulting and Clinical
4	Gladding, S. T	Counseling: A Comprehensive Profession	2012	7th ed. Pearson

Online Resources:

Online Resources No	Website address
1	https://www.shauntyhealing.com/
2	https://mindstrong.com/welcome/
3	https://in.searchley.com/

MOOCs:

Resources No	Website address
1	https://alison.com/
2	https://drvtx.com/
3	www.Coursera.org
4	www.Udemy.com
5	Swayam.gov.in

Mapped by: Mrs. Deepali Kothari , BVDU-Abhjjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

MBA (G) SEMESTER II

Revised Syllabus

With Effect from (2023 –24)

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	201	Marketing Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand the core concepts of Marketing and approaches to Marketing. To differentiate the Marketing and Selling processes. To study the Marketing Environment and understand its influence on Marketing Decisions. To study the concept of Segmentation, Targeting and Positioning. To understand the Marketing Mix Elements and their utility in Marketing. To Study the concept of Marketing Research and Marketing Information Systems. 			
Course Outcomes:			
<ul style="list-style-type: none"> Gain a solid understanding of key marketing concepts and skills. Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation. Develop the students' skills in applying the analytical perspectives on the concepts of marketing and the decisions related to segmentation, targeting and positioning, determining marketing mix etc. Develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals. Develop strong marketing research plans and persuasively communicate your recommendations and rationale. Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Meaning and definition of Marketing, Core concepts of Marketing -Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling, Business orientations towards marketplace: Production, Product, Selling, Marketing, Societal Marketing. Marketing environment Miero and Macro marketing environment, Digital Marketing, Evolution of Marketing in the Digital Age – Traditional vs. Digital Mindset.	6	CO1 & CO2	Lecture with PPT	Understand	CES (Written Test), Internal Examination & End Term Examination
2	Segmentation, Targeting and Positioning: Meaning, need and importance, bases for Consumer market segmentation and industrial	10	CO3	Lecture with PPT, Quiz, and Role Play	Understand, Remember and Apply	CES (MCQ Test), Internal Examination

	market segmentation, evaluation of identified segments and selection and evaluation of target market. Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the Product, Branding Decisions					& End Term Examination
3	Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning, width, length, depth. Product life cycle (PLC) – Concept, stages in PLC, characteristics and strategies for each stage of PLC. New product development process, Brand – Concept, Brand Creation Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based, pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc. Place-Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event sponsorship, Digital Place/Distribution – E-commerce, Dropshipping, D2C Content Marketing and Influencer Marketing in Promotion MiX, Green Marketing & Sustainable Packaging	15	CO4	Lecture with PPT & Case Study	Understand and Evaluate	CES (Viva Voce) Internal Examination & End Term Examination
4	Consumer Behaviour: Meaning and definition, importance of studying consumer behaviour in the field of marketing, different buying roles, Consumer buying decision-making process steps.	4	CO1	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination, Research Paper Analysis & End Term Examination

5	Marketing Planning and Control: Marketing Planning Process –	6	CO5	Lecture with PPT	Understand	Internal Examination & End Term Examination
	Steps, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, Efficiency control and strategic control-marketing audit.					
6	Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview	4	CO5 & CO6	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year and edition	Publisher Company
1 – National	Dr. Rajan Saxena	Marketing Management	2016, Fifth edition	Tata McGraw Hill Publications
2 – National	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2013, fifth edition	Tata McGraw Hill Publications
3 – National	Dr. Tapan Panda	Marketing Management	2009, second edition	Excel Books India
4 – International	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2018, seventeenth edition	Pearson Education
5 – International	Philip Kotler, Kavin Lane Keller	Marketing Management	2015, fifteenth edition	Pearson Education India

Online Resources:

Online Resources No	Web site address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No	Web site address
1	https://alison.com/course/introduction-to-marketing-management-revised

2	https://alison.com/course/understanding-your-audience-market-segmentation
3	https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised
4	https://swayam.gov.in/nd1_noc19_mg48/preview

Mapped by: Dr. Mehtab Alam ,BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	202	Financial Management	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce the fundamentals of Financial Management To orient on the skills set required for Financial Decision Making Techniques To orient on Financial Statement Analysis and Interpretation To develop analytical skills which would help decision making in Business. To develop the entrepreneurial mind set 			
Learning Outcomes :			
<ul style="list-style-type: none"> Development of basic skill sets required for Financial Decision Making Development of analytical skill set to understand and interpret Financial Statements Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, involvement of business enterprises and exploring entrepreneurial opportunities (BEDK) Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking-Business Analysis-Problem Solving and Innovative Solutions (CBPI) Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE) 			

Unit	Contents	Sessi ons (Hrs)	COs Numb er	Teaching Methodol ogy	Cognition Level	Evaluation Tools
1	Introduction Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision, concept of Social Responsibility	7	CO 1,2 &4	Lecture, quiz, group activity, Library assignm ents	Knowled ge and understa nd	Presentati ons, Test
2	Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Concept of Time Value of Money, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques	10	CO 1,2 &3	Lecture, quiz, group activity, practical illustrati ons	Analyse (apply) and Create	Test, case study, Presentati ons
3	Liquidity Decision: Working Capital	6	CO	Lecture,		Illustratio

	Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital, Sources of Working Capital Financing		1,2 &3	quiz, illustrations, Practical problems	Understand and Analyse (apply) and Create	n solving, case study, presentations, End term Exam
4	Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, Weighted Average Cost of Capital, Leverage: Concept and Types of Leverage	8	CO 1,2, 4&5	Lecture, group activity, Library Assignment	Knowledge, Understanding, Apply and create	Practical problem solving, case study, presentations
5	Dividend Decision: Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice.	4	CO 1,3 &4	Lecture, quiz, group activity, illustrations	Knowledge, Understanding,	Case study, presentations, End Term Exam
6	Financial Statement Analysis: Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. (Orientation level Problems on Ratio analysis) Funds Flow Statement and Cash Flow Statement.	10	CO 1,2 &4	Lecture, quiz, case study	Understand and Analyse (apply), Create and Evaluate	Practical illustrations, case study, Group activity

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 National	Khan and Jain	Financial Management		TATA McGraw Hill

4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication
6 – International		Financial Management And Accounting		Wiley Publication
7 – International		Business Finance And Accounting		Wiley Publication

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/
3	Futurelearn	http://www.openculture.com/free_ebooks
4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www.cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Mapped by: Dr.Shabana Memon, BVDU-Institute of Management Kolhapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS 2020 Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	203	Human Resource Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To explain the significance of HRM and changing role of HRM To explain the process of HRP, Recruitment and Selection. To discuss the concept of training and development To illustrate the job evaluation and wage determination concepts. To bring out the role of HR in organization's effectiveness and employee performance 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand and apply Human resource Management functions for effective management of organization. Ability of designing job analysis and ability to understand various manpower forecasting techniques Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process Understand the training needs in the organization and ability to design suitable training plan Understand the components of wages and salary and factors affecting it. Ability to analyze issues related to performance appraisal, career planning and rewards management. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to HRM: Definition, Nature and Scope of HRM, Objectives of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM	6 hrs	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Human Resource Planning: Definition HRP, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection Recruitment Process, Sources and Methods of Recruitment, Steps in selection process	8 hrs	CO 2	Lecture with Ppts Case Study	Design	Midterm exam
3	Training and Development: Definition of Training, Need and Importance of Training and Development,	09hrs	CO 3	Lecture with PPTs Case Study	Analyze	End Term Exams: Case based Questions/

	Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation process.					Applied Questions
4	Wages and salary Management Definition, Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans	10hrs	CO4	Class exercise	Evaluate	Class presentation, Assignment.
5	Performance Appraisal: Definition, Need and Importance of Performance Appraisal, objectives PA, Performance Appraisal Process, Methods of Performance Appraisal	07hrs	CO5	Lecture, activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Overview of Employee Relations Management- Meaning and importance of Employee Relations Management, Employee Relation Management Tools, Issues in Employee Relation Management, Role of HR Manager in employee relations	05hrs	CO5	Lecture with PPTs Case Study	Understand	End Term Internals: long Answers.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	. SeemaSanghi	Human Resource Management	2011	Macmilan Publication,
2 – National	V.S.P. Rao	Human Resource Management	2006	Excel Books
3 National	. K. Ashwathappa	Human Resource Management	2007	Tata McGraw-Hill

4 – International	Gary Dessler, BijuVarkey	Human Resource Management	2016	Pearson Publication, 12 th Edition
5 – International	Ronald J. Burke Cary L Cooper	Reinventing Human resources Management: Challenges and new Directions	2005	Routledge Place of Publishing London

Online Resources:

Online Resources No	Web site address
1	https://hbsp.harvard.edu/cases/
2	https://open.umn.edu/opentextbooks/textbooks/human-resource-management
3	https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm
4	https://www.citehr.com/
5	https://www.hr-guide.com/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://swayam.gov.in/nd1_noc20_mg15/preview
3	https://alison.com/course/introduction-to-modern-human-resource-management
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	204	International Business	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To prepare the students thoroughly with the domain knowledge and global issues of International business. To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects. To demonstrate through trade data analytics as to what to export and where to export from India. To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO. To familiarize the students with the keytrade blocks such as NAFTA, EU etc. To demonstrate the role of exchange rates in global markets. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To enable the students to take decisions related to global issues and policies. To be able to Interpret Foreign trade policy and avail incentives offered under various schemes. To analyze the trade data for decision making as to what to export and where to export. To recall the role and functions of Global Institutions IMF, WTO and World Bank. To acquaint with the trade blocks SAARC, NAFTA, EU etc. To comprehend the exchange rates practically and its implications on trade. 			

Unit	Contents	Sessi ons (Hrs)	COs Number	Teaching Methodol ogy	Cognition Level	Evaluation Tools
1	Introduction of International Business and Entry Strategies- Definition of International Business, Nature and Scope of International Business, Domestic Trade versus International Trade, Forms of Countertrade. Market Entry Strategies – Exporting, Importing, Joint venture, Franchising, Merger and acquisition.	6	CO1 & CO2	Lecture with PPT	Understand	Internal Examination
2	Globalization and Cultural Issues - Definition of Globalization, Globalization of Markets, Pros and cons of Globalisation, Drivers of Globalization , Cultural environment in International Business (Hofstede Theory -Application in trade). Ease of Doing Business (Parameters given by world bank) in India and across BRICS.	6	CO3	Lecture with PPT, and case study	Understand , Remember and Apply	& End Term Examination

3	Trade Theories, Trade Policy, Trade Analytics - Trade theories – Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model. International Trade Classification and Harmonized System (HS), Current Foreign Trade Policy in force (General Provisions), Incentives offered under FTP (Ch-3 and Ch-4 of Foreign Trade Policy). Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business.	10	CO4	Lecture with PPT & Case Study	Understand	Internal Examination
4	Balance of Payment and FEMA Act - Components of BOP (Current and Capital Account) , Credit and Debit Entries in BOP, Differentiate between BOT and BOP , Key Provisions of FEMA Act 1999 and difference between FERA and FEMA. Country Risk Analysis and Lessons from ASIAN financial Crisis in 1997.	8	CO1	Lecture with PPT and Research Paper	Understand and Analyze	& End Term Examination
5	International Financial and Trade Organizations - Role of GATT, WTO, IMF and World Bank group. Dispute settlement mechanism throughWTO. Levels of trade integration. Basic conceptual note of NAFTA, SAARC and European Union. Role of BRICS.	9	CO5	Lecture with PPT	Understand	Internal Examination & End Term Examination
6	Foreign Exchange Market and Types of exchange rates - Direct and indirect Quotes, Concept of Nostro and Vostro Account, Types of Exchange - Fixed vs. Flexible Exchange Rate (Independent and Managed Float) , Factors affecting Foreign Exchange Rate , Role, Functions and Participants of Foreign Exchange Market	6	CO5 & CO6	Lecture with PPT and Research Paper	Understand and Analyze	Internal Examination & End Term Examination

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD

2 – National	V.K Bhalla	International Business	2013	S. Chand
3 – National	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4 – International	Donald Ball and MichealGeringer	International Business: The Challenge of Global Competition	9 th Edition	McGraw-Hill Education
5 – International	Charles W. L. Hill	International Business: Competing in the Global Market	10 edition 2017	McGraw Hill Education

Online Resources:

Online Resources No	Web site address
1	www.imf.org
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in
6	International Business Review https://www.journals.elsevier.com/international-business-review
7	Journal of International Business Studies http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Subject	Web site address
1	International Business	https://www.openlearning.com/courses/GFMA2023/
2	International Business Environment and Global Strategy -IMB (SushilVachani)	EDX https://www.edx.org/course/international-business-environment-and-global-strategy
3	International Business	EDX https://www.edx.org/learn/international-business
4	International Business I (Coursera) Taught by - Doug E Thomas (university of New Mexico)	COURSERA https://www.coursera.org/learn/international-business

5	International Financial Environment	https://nptel.ac.in/courses/110105031/
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Mapped by: Dr.Sanjay Roy, BVDU-BVIMR ,Delhi	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	205	Production and Operations Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> To understand fundamentals of Production and Operations Management. To develop an understanding of the strategic importance of Production and Operations Management. To understand Production System. To learn EOQ concept. To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Maintenance Management, SCM ,JIT, QA and ISO Certification etc. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand various concepts of Production and Operations Management. Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry. Classify various Production Systems. Develop numerical ability to solve examples on EOQ. Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Responsibilities of Production Manager, Production process selection decisions, Production System, Classification of Production System.	7	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Production Planning Control Objectives of PPC & its various functions of common and optional nature, Co-ordination of PPC with other departments. Job sequencing, Assembly Line Balancing.	6	CO 2	Lecture with Ppts	Apply	End Term: Applied Questions
3	Plant Location and Layout Plant Location: Meaning, Need for selecting a suitable Location, Factors, and Plant Layout: objectives, types of Plant Layout.	8	CO 3	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based

						Questions/Applied Questions
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.	6	CO5	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning(MRP).	8	CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Emerging Trends in POM Supply Chain Management(SCM),Justinime (JIT),QualityControl,Quality Assurance(QA) ,ISOcertification,Enterprise Resource Planning(ERP), Total Quality Management(TQM),TPM, Quality Circles, Services Operations	10	CO5	Lectures with PPTs Case Activity	Evaluate	Activity End Term: Theory Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	L.C.Jhamb	Production Operations Management	2009	Everest Publishing House
2 – National	Chunawala &Patel	ProductionandOperations Management	2009	Himalaya Publishing House
3 – National	S.N.Chary	ProductionandOperations Management	2004	TataMcGrawHillLtd.
4 – International	EverettAdams&Ronald Ebert.	ProductionandOperations Management	1992	Prentice Hall
5 – International	Martin Kenneth Starr	ProductionandOperations Management	2008	Cengage Learning
6 – International	James B. Dilworth, White	Production and Operations Management: An Overview	1993	Thomson Learning

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Mapped by: Dr.Pawan Kaul, BVDU-DMS, Mumbai

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS -Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	206	Research Methodology	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce the role of research in business and management To introduce the concepts of scientific research and methods of conducting scientific enquiry To identify various sources of information for literature review and data collection. To familiarize the learners with the key concepts in sampling techniques and instruments for data collection To develop basic understanding of conducting surveys and reporting the research To educate on the ethical issues in conducting applied research. 			
Learning Outcomes :			
<p>At the end of the course the learner will</p> <ul style="list-style-type: none"> Develop understanding on different applications of research for managerial decision making Explain key research and summarize the research articles and research reports Have basic awareness of data analysis-and hypothesis testing procedures Design questionnaires and administer simple survey based projects. Describe sampling methods, measurement scales and instruments, and appropriate uses of each Explain the rationale for research ethics 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Research Methodology Meaning, definition and objectives of research, motivations for research, type of research, Importance of research in managerial decision making, research in Research in functional / business areas. Qualities of a good researcher.	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
2	Research process: Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages and importance of	8	CO 1	Lecture with Ppts Case Study Reading & Analyzing Research Papers.	Apply (Analyse)	Case Study , Presentation of Published Research work. End Term: Applied Questions

	<p>research design. Measurement –types and errors in measurement. Development and designing of tools of data collection – Attitude measurement scales, Levels of measurement and questions of validity and reliability Designing of research projects – research proposal, Pilot surveys</p>					
3	<p>Sampling and Data Collection: Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique. Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.</p>	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based
4	<p>Processing and Analysis of Data: Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test., t test and z test –</p>	10	CO3 and CO5	Lectures with PPTs Practical Questions Framing Hypothesis with Research Model	Evaluate	Group Activity , Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .

	Problems on Basic application of chi square test, t test and z test. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data					
5	Reporting of research: Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	8	CO2 and CO6	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Role of ICT in research: Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research	6	CO1	Lectures and hand on Experience on SoftWare	understand	Activity End Term: Theory Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi

2 – National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., & Thornhill, A.	Research Methods for Business Students	2011	Pearson

Online Resources:

Sr	Web site address
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-
7	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods
6	https://www.coursera.org/learn/qualitative-methods

Mapped by: Dr.Nitu Jain, BV DU-BVIMR ,Delhi

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS				Revised Syllabus w.e.f. - Year 2022		23	
Semester	Course Code	Course Title					
II	207	Operations Research for Managers					
Type	Credits	Evaluation	Marks				
Core	3	UE:IE	50:50				
Course Objectives:							
<ul style="list-style-type: none"> To introduce students to use quantitative methods and techniques for effective decisions making. To familiarize the students with the quantitative techniques for data analysis To formulate, analyze, and solve mathematical models that represent real-world problems. 							
Learning Outcomes:							
<p>After completion of this course, students will be able to</p> <ul style="list-style-type: none"> Understand Operations Research Concepts. Know the importance of Operations Research tools and techniques. 							

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Operations Research: Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management.	2	CO 1	Lecture with Ppts & Quiz	Understand	Quiz End Term Internals: Short Answers
2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions.	10	CO 2	Lecture with practical questions and LLP Formulation based on Cases Study	Evaluate, (Create)	Practice questions, Group Activity to prepare the Case Study, End Term: Short case and situation based questions / Applied Questions
3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI	10	CO 2	Lecture with practical questions and Applications of T.P. in business based on Cases Study	Evaluate, (Create)	Practice questions, Group Activity to prepare the Case Study, End Term Exam: Applied Questions

	Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business					
4	Assignment Problems (A.P.): Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business.	6	CO 2	Lecture with practical questions and Applications of A.P. in business based on Cases Study	Evaluate, (Create)	Practice questions, Group Activity to prepare the Case Study, End Term Exam: Applied Questions
5	Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and limitations. Decision Environments-risk & uncertainty Payoff table, regret table, Decision making under uncertainty, Maximin & Maximax criteria, Minimax regret criteria, Laplace Criterion, Hurwicz criterion, Expected monetary value criterion, Expected Pay off of Perfect Information (EPPI), Expected Value of Perfect Information (EVPI), Expected Opportunity Loss (EOL), Decision Tree.	7	CO 2	Lecture with practical questions, Case Activity	Apply, (Analyse)	End Term: Theory /Applied Questions
6	Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest	10	CO 2	Lecture with practical questions and Network Analysis Formulation based on Cases Study	Analyse, (Evaluate)	Practice questions, End Term Exam: Applied Questions

allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.					
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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National –	Sharma J. K.	Operations Research Theory and Applications	2009	Laxmi Publications Pvt. Ltd.
2_ National	R. Panneerselvam	Operations Research	2006	Prentice- Hall of India Pvt. Ltd. New Delhi
3 National –	S. Kalavathy	Operations Research	2013	Vikas Publishing House Company Pvt. Ltd.
4 International	Michael Carter, Camille C Price, Ghaith Raba di	Operations Research- A Practical Introduction	2019	Taylor & Francis Group, LLC
5 International	Greg H. Parlier, ociredeF ,erotarebiL craM egnamed	Operations Research and Enterprise Systems	2019	Springer
6– International	S.A. Cropper, .C leahciM ,noskcaJ luaP syeK	Operations Research and the Social Sciences	2012	Springer

Online Resources:

Online Resources No	Web site address
1	en.wikipedia.org
2	www.springer.com
3	www.pearson.com
4	www.optimization-online.org

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.S.S.Mane, BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	208	Business Ethics and Corporate Governance	
Type	Credits	Evaluation	Marks
Core Elective	02	IE	IA = 100
Course Objectives:			
<ul style="list-style-type: none"> To equip the learners with the knowledge and key concepts related to Indian ethos, culture and values To understand the reasons for ethical / unethical behaviour of individuals To help the students understand the importance of ethical values and principles in life. To enable students to comprehend the different dimensions of Business Ethics. To enlighten about the corporate social responsibility in the corporate business. to understand the importance of ethics and values in personal and professional life. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Develop a positive change in the attitude of the students towards morals, values and ethics after studying the subject. Display responsibility towards the society while running any business or as an employee. Apply the principles of ethics and values in personal and professional life. Use the principles of corporate governance to understand the business environment around them Evaluate the ethical dilemmas to arrive at suitable solutions and decisions Analyze situations involving governance issues and explore solutions for the same 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Overview of Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality	05	CO-1	As per individual faculty discretion	Remember	As per individual faculty discretion
2	Spirituality and Ethics: What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Indian culture, Ethos and Values- Role of Indian ethos in managerial	06	CO-3	As per individual faculty discretion	Analyze	As per individual faculty discretion

	practices, management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra					
3	Ethical Decision Making : Ethical Decision Making process. Framework for ethical decision- making. Ethical Dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas, finance, Marketing, HRM, IB, and technology etc. Ethical culture in organizations, Developing code of ethics and conduct, professional ethics.	05	CO-2	As per individual faculty discretion	Apply	As per individual faculty discretion
4	Corporate Governance: Meaning and importance of corporate governance, Difference between governance and management, purpose of good governance, key pillars of corporate governance. Stakeholders: Rights and privileges; problems and protection, Board Of Directors– Role in Governance; Role and responsibilities of auditors Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing . Corporate Social Responsibility (CSR) concept and models of CSR, CSR initiatives in India.	06	CO-6	As per individual faculty discretion	Evaluate	As per individual faculty discretion
5	Social, Environmental and Ethical Issues in Business: Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving	04	CO-5	As per individual faculty discretion	Understand	As per individual faculty discretion

	depletable resources), Legal and Regulatory Issues, Sexual Harassment and Discrimination					
6	<p>Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its 4 process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti- Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values</p> <p>Case studies: Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer (India); Sahara (India); Kingfisher Ltd (India); etc.</p>	04	CO-4	As per individual faculty discretion	Create	As per individual faculty discretion

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	Murthy CSV	Business Ethics	Himalaya Publishing House
2 National	Hartman L, Chatterjee A	Perspectives in Business Ethics	McGraw Hill Publishing Co. Ltd
3 National	Ananda Das Gupta	Business Ethics -An Indian Perspective	Springer Publications

4National	Parthasarthy,	Corporate governance: Principles, mechanism, and practices	Biztantra
4 International	Velasquez Manuel G	Business Ethics	Eastern Economy Edition
5 International	Ferrell O C, Fraedrich John Paul, Ferrell Linda	Business Ethics, Ethical Decision Making and Cases	Biztantra
6 International	Boatright John	Ethics and the conduct of Business	Pearson Education
7Internatioal	Velasquez, Manuel G	Business ethics: Concepts & cases	Pearson

Online Resources:

Resource No.	Website Address
01	https://www.ethicssage.com/ethics-resources.html
02	https://maag.guides.yzu.edu/businessethics/web
03	https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Mapped by: Dr.Deepali Gala, BVDU-DMS,Mumbai, BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	Data Analysis Using Ms Excel	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> To train the student for using the spreadsheet package MS-Excel for business applications. To impart skills of analyzing data and presenting it using MS-Excel. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the different functions of MS Excel Use MS Excel for analysis of Data 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:Short Answers and Practical Test
2	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test
3	Conditional Formatting Once defined, it will automatically change the formats as per conditions user inputs	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test
4	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim,	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test

	Value, Clean, sqrt, if, sumif					
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter,3D etc. Working with multiple sheets, hyper linking Work with spark lines. Perform Look UP tables. Analysis Tool pack: Correlation, Regression	5	CO 2	Lecture with PPTs	Understand and Apply	End Term: Applied Questions and Practical Test

Reference Books:		
1.	Albright :	Data Analysis and Decision Making Using MS Excel
2.	Stwphen Nelson :	Data Analysis For DuMmIES
3.	Narayan Ash Sah:	Data Analysis Using Microsoft Excel 1/e, Excel

Online Resources:

Resource No.	Website Address
1	W3schools
2	geeksforgeeks.com

MOOCs:

Sr. No.	Details
1	Excel tutorials
2	Udemy.com
3	Microsoft.com
4	Alison
5	Coursea

Mapped by: Prof.Alok Shah, BVDU-DMS, Mumbai	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	E-Commerce Application	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Subject / Course Objectives :			
<ul style="list-style-type: none"> • 12 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Basic concepts about E-commerce will be studied. • Knowledge of business models will be used. • Students will implement e-commerce security. • Better usage will be down with help of E-payment system. • Where e-commerce Applications are used. • Use of M-commerce technology 			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.	5	CO1	Lectures with PPT Presentations	Understand	Short and Essay Type Questions, Term Exams
2	Business Models for e-commerce Types of business models (B2B, B2C, C2B,C2C) with examples. EDI Requirement of EDI, types of EDI, advantages and disadvantages of EDI.	5	CO2	Lectures with PPT Presentations	Remember	Short and Essay Type Questions, Term Exams
3	Types of ISP ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.	5	CO2	Lectures with PPT Presentations	Remember	Short and Essay Type Questions, Term Exams
4	E-commerce Payment System Overview of Electronic payment technology,	5	CO3	Lectures with PPT Presentations	Apply	Short and Essay Type Questions, Term Exams

	limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.					
5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	5	CO4	Case Studies, Presentations	Analyse	Short and Essay Type Questions, Application Oriented Assessment, Term Exams
6	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol(WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading.	5	CO5	Lectures with PPT Presentations	Understand	Short and Essay Type Questions, Term Exams

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.V. Murthy	E-Commerce		Himalaya Publishing House
2 – National	P.T.Joseph	E-Commerce A Managerial Perspective		Prentice Hall of India
3 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education

Online Resources:

Online Resources No	Web site address
1	www.udemy.com

MOOCs:

Resources No	Web site address
1	Alison
2	Sayam
3	Coursera

Mapped by: Dr.Suchta Kanchi , BVDU-IMED PUNE

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS		Revised Syllabus w.e.f. - Year 2022 2023	
Semester	Course Code	Course Title	
II	211 - Open	Managerial Skills for Effectiveness	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Subject / Course Objectives :			
<ul style="list-style-type: none"> • To offer exposure of essential managerial skills to students and developing these skills in the students. • To emphasize the development of the skills and knowledge required for successful managerial performance. • To focus on such areas as developing self-awareness • To develop creative problem-solving, supportive communication • To focus on the use of power and influence, motivation techniques • To manage conflict 			
Learning Outcomes:			
<ul style="list-style-type: none"> • Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management. • Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams. • Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts. • Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building • Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach • Demonstrate writing business messages and reports 			

Unit	Contents	Sessions (Hrs)	COs No.	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.	5	01	Lecture with PPT, Q and A session	Remember, Understand	Continuous Evaluation, Mid Term, End Term and University Examination
2	Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, and impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.	8	03	Lecture with PPT, Case Study	Apply	Continuous Evaluation, Mid Term, End Term and University Examination
3	Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.	8	02	Lecture with PPT, Case Study	Analyse	Continuous Evaluation, Mid Term, End Term and University Examination
4	Team building: Developing teams and teamwork, advantages of team, leading team, and team membership. Skill development and skill application.	8	04	Lectures with PPT, Group Activities	Create	Continuous Evaluation, Mid Term, End Term and University Examination
5	Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.	8	05	Lecture, Case study, Activities	Apply	Continuous Evaluation, Mid Term, End Term and University Examination
6	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing	8	06	Lectures with PPT, Flip Classroom	Evaluate	Continuous Evaluation, Mid Term, End Term and University Examination

Suggestion: Self Management • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self emotions, ego, pride						
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year /Edition	Publisher Company
1 – National	V.S.P.Rao	Managerial Skills	2010	Excel Books, New Delhi
2 – National	Bovee, Courtland L, Thill, John V. and Raina, RoshanLal	Business Communication Today	2017	Pearson Education, New Delhi
3 – National	RamnikKapoor	Managerial Skills		PathMakers, Bangalore
4 – International	Barun K. Mitra	Personality Development and Soft skills		Oxford University Press
5 – International	R. Alec Mackenzie	The Time Trap: The Classic book on Time Management		
6 – International	David A Whetten, Cameron	Developing Management skills	2008	Prentice Hall

Online Resources:

Online Resources No	Web site address
1	www.futurelearn.com
2	www.classcentral.com
3	www.onlinembapage.com
4	www.businessnewsdaily.com
5	www.alison.com

MOOCs:

Resources No	Web site address
1	www.mooc-list.com
2	www.mbacentral.org
3	www.my-mooc.com
4	www.accreditedschoolsonline.org

Mapped by: Dr.Yogesh Gurav, BVDU-IMED PUNE	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 - Open	Social Media Management	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> To understand the concept of Social Media and its utility in marketing efforts. To study the implementation of social media campaign. To study the importance of social media in the promotion of a product or service. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Effective utilization of Social Media in connecting with the target market. Using the social media for the implementation of marketing strategies 			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Defining your target customer based on the usual demographics, age, gender, identifying your target customer's marital status, where they live, or what their hobbies are, understanding their basic needs, identifying the topics of interests by studying the customer's feedback research analysis	02	1	As per individual faculty discretion	Understand	As per individual faculty discretion
2	Customer acquisition elements with human approach, why you'll use social media for business, and identify KPIs, Building a Community, designing a media planning strategy, use of social media for marketing strategies, four critical steps you'll need to take to stand out and learn the processes behind taking each step	04	1	As per individual faculty discretion	Understand & Application	As per individual faculty discretion
3	Designing the metrics with which you can measure the growth based on: <ul style="list-style-type: none"> Number of group members Engagement on your live videos 	08	1	As per individual faculty discretion	Application & Evaluate	As per individual faculty discretion

	<ul style="list-style-type: none"> Engagement on your daily posts Questions your group is asking 					
4	Increase brand awareness, use of metrics to assess brand awareness, boost engagement, customer engagement strategies based on their basic needs, targeting the customers and target strategy	04	2	As per individual faculty discretion	Application and Analysis	As per individual faculty discretion
5	Criteria of choosing the right social network to engage audience, monthly active users, utility and usage study of Twitter, facebook, Instagram, Pinterest, youtube and other social media sites, asses their pros and cons before launching your website or social media channel	02	2	As per individual faculty discretion	Synthesis (Create)	As per individual faculty discretion
6	Characteristics of creating content that will engage target audience, planning content calendar, designing keywords: transactional, informational, and navigational, create a content plan, building trust through consistent engagement, measure progress Concept of Influencer Marketing and Importance. Project/blog or website in development of content and hosting YouTube channel to be designed by the students in the area of their interest	10	2	As per individual faculty discretion	Create, Evaluation & Applications	As per individual faculty discretion

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
4 – International	Jeff Abston	Youtube Growth Hacking	2018	CreateSpace Independent Publishing Platform

5 – International	Gary Vaynerchuk	Crushing It	2018	Harper Business
6 – International	Donald Miller	Building a StoryBrand: Clarify Your Message So Customers Will Listen	2017	HarperCollins Leadership

Online Resources:

Online Resources No	Web site address
1	https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/
2	https://sproutsocial.com/insights/social-media-content-strategy/
3	https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/
4	https://blog.hootsuite.com/books-social-media-manager-read/
5	https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&trk=sem_lms_gaw&veh=Google_Search_APAC_IN_NB-Social_Beta_DR_English_249875649279%2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534:kwd-

MOOCs:

Resources No	Web site address
1	https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_la.EN_cc.INDIA&utm_content=deal4584&utm_term=.ag_82569850245_ad_398023114490_kw_de_c_dm_pl_ti_dsa-302692350888_li_9061696_pd.&matchtype=b&gclid=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE
2	https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&utm_medium=Search&utm_campaign=mv_dm_pg_c_google_search_highintent-25-64_t1_all&utm_content=social_media_course&utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW

Mapped by: Dr.Mukund Kulkarni, BVDU-Institute of Management Kolhapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
II	211 Open	Yoga and Mediation	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> • • • • • <p>To introduce the practice of yoga and its benefits to students To impart practices of basic yogic kriyas</p>			
Learning Outcomes:			
<p>Students will be able to understand the advantages of Yoga and practice basic yogkriyas Patanjal Yog Shastra Introduction Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour Omkar Meditation Omkar and its effects, Omkar Meditation Posture, Process, Benefits</p>			

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Origin of Yoga & its brief development. ii) Meaning of Yoga & its importance iii) Yoga as a Science of Art (Yoga Philosophy). iv) Meaning of meditation and its types and principles.	4	CO 1	Lecture with PPTs	Understand , Apply	Quiz Mid and End Term Internals: Short Answers

2	Classification of Yoga/Types of Yoga ii) Hatha Yoga , Raja Yoga, Laya Yoga, Bhakti Yoga, Gyan Yoga, Karma Yoga. iii) Asthang Yoga.	4	CO 1 and CO 4	Lecture with PPTs Practical Demonstration of Asana Seminar on Stock Exchange	Understand , Apply	Case studies Quiz, Class Presentations End Term: Applied Questions
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3	Principles of Yogic Practices. ii) Meaning of Asana, its types and principles. iii) Meaning of Pranayama, its types and principles. iv) Introduction of Kriya, Bandha and Mudra. i) ii) Importance of Kriya and its scientific approach. iii) Importance of BANDHA and its scientific approach. v) Importance of MUDRA and its scientific approach. vi) Effect of Asanas on various Systems vii) Difference between Asana and Exercise. viii) Difference between Pranayama and deep breathing. ii) Yogic Diet	8	CO 2 and CO 4	Lecture with PPTs Group Discussion Practical Demonstration of Asana	Analyze, Evaluate , Create	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Patanjal Yog Shastra Introduction* ii. Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour iii. Omkar Meditation Omkar and its effects, Omkar Meditation Posture, Process, Benefits	4	CO 2 and CO 4	Lectures with PPTs Group Activity Practical Demonstration of Asana	Analyze , Evaluate,	Group Activity End Term Exam: Short case and situation based questions

5	Yogasanas and Pranayam Basic Yogasanas for beginners Bhastrika, bhramari, Anulom Vilom Pranayam process, practice and its benefits	4	CO1 & CO2	Lecture Case Activity	Understand and apply	Case Presentation Activity End Term: Theory Applied
6	Sun salutation Origin of Suryanamaskara and Yogasanas in India, Sun	6	CO4	Lectures with PPTs	Apply, Analyze, Evaluate	Mini Project
	Salutation -Process, Practice and Benefits, Influence of suryanamaskar on health and wellness of individual, impact on weight loss			Practical Demonstration of Asana		End Term: Theory Applied

Reference Books:

Sr. No.	Title of the Book	Name of Author	Year Edition	Publisher Company
1	The complete Book of Yoga	Swami Vivekananda	2019	Fingerprint! Publishing
2	Yoga Beyond Asana The Complete Guide for Blissful life	Satya Karla	2012	Path to Andam
3	Yoga – Asanas, Pranayam, Mudras, Kriya, Vivekananda Ashram		2000	Fingerprint! Publishing
4	Yoga – Sivanand		2014	Yog Vedanta Center

Online Resources:-

Online Resources No	Website address
1	https://www.yogatoday.com/
2	https://www.youtube.com/user/yogatoday
3	https://m.youtube.com/user/yogawithadriene/playlists

MOOCs:

ResourcesN	Websiteaddress
1	www.classcentral.com
2	www.edx.org
3	www.coursera.org

Mapped by: Prof.S.C.Maindargi, BVDU-Abhjjit Kadam Institute of Management and Social Sciences Solapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS		Revised Syllabus w.e.f. - Year 2022 23	
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To provide a framework of strategic management To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills 			
Learning Outcomes :			
<p>Having successfully completed this module, learner will be able to demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> The key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation Organizations' ability to implement chosen strategies and identify the areas requiring change Develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success Obtain, analyse and apply information from a variety of sources in the public domain 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy Operates, Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals.	C01	THEORY AND CASE STUDY	Understand and apply	CES 1, Class test
10	External and Internal Resource Analysis External Business Environment-SWOT Analysis. Industry Analysis-Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business	C02	Case study	Knowledge and understand	Class assignment

	portfolio Analysis				
10	Strategy Formulation Generic Strategies - Low Cost Differentiation Focus. Corporate Level Strategy Stability Expansion Retrenchment Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies	C03	Case study	Synthesize and analyze	Class test
10	Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re- Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework	C04	case study	Comprehend and apply	presentation

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of	Publisher
1 – National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management		Himalaya Publishing
2 – National	Dr. T. Ramasamy	Principles and Practice of Management		Himalaya Publishing
3 – National	L.M. Prasad	Principles and Practice of Management,		Sultan Chand &
4 – International	Koontz, Wehrich and A. Ramchandra	Principles of Management		Tata McGraw-
5 – International	Peter F. Drucker	Practice of Management		Harper Business.
6 – International	Richard L. Daft	Principles of Management		Cengage
7-Lead Textbook	Pravin Durai	Principles of Management Text & Cases	–2019	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.ft.com/business-education.
2	http://www.makeinindia.com/policy/new-initiatives.
3	https://india.gov.in/
4	http://pmindia.gov.in/en/
5	http://www.makeinindia.com/policy/new-initiatives
6	https://mygov.in/group/digital-india
7	www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/management-fundamentals-healthcare-administrators

Mapped by: Dr. Ashima Bhatnagar, Institute of Management & Research, New Delhi	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
III	302	Legal Aspects of Business	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To create Dynamic and Effective Business Professionals • To transform the stake holders to cater to the needs of the society and contribute to Nation building • To improve decision making by having a sound knowledge of law. • To develop entrepreneurs to register different aspects of their business under the law. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • To extrapolate the legal knowledge to business. • The graduates' attributes reflect legal knowledge and understanding global Competencies. • To demonstrate domain comprehensive knowledge. To articulate with business skills. • To inculcate the culture of abiding law. • To develop a coherent approach. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
5	Introduction to Business laws, structure and sources of law, Law of contract- The Indian Contract Act, 1872 Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi	302	Teaching methodology is through illustrations and role play	Understand & Apply	Quiz

	Contracts Contracts of Guarantee and indemnity, Bailment, Pledge				
10	Contract of Agency – Introduction, Agent and Agency, general rules, Modes of creation of Agency, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties	302	Through Power Point Presentation	Understand and Apply	MCQ's
10	Law of sales of Goods – Essentials of contract of sale, Goods and their classification, Sale, Agreement to Sell and Hire Purchase, Conditions and Warranties (Implied and Expressed), Unpaid seller and his rights, rights of buyer. Law of Negotiable Instruments – Characteristics of Negotiable Instruments, Types of Negotiable Instruments, Classification of negotiable instruments	302	Through Bare Act reading	Remember and Apply	Short Answers
10	Consumer Protection Act-Introduction, Definitions – consumer, complaint, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers The Partnership Act, 1932 - types of partners, formation of partnership, rights and liabilities of partners.	302	Through Power Point Presentation	Analyse	Practical / Case law questions
5	The Company's Act, 2013 (Amended): Introduction and types	302	Through notes and drafting of MOA and AoA	Understand	Practical question based on

	of companies, Formation of a Company, Memorandum of Association, 5 Page 99 Articles of Association, Winding up. Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution, Arbitration agreement, Arbitral Tribunal, Arbitral proceedings.		and understanding Arbitration		drafting MOA and AOA
5	Information Technology Act, 2000 Amended 2018, Definition – Certifying Authority, Controller, Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences Intellectual Property Laws- Introduction and types of IPR, Whistleblower Protection Act 2014. Introduction, Definitions, Salient Features, importance of the act	302	Videos	Apply	Application based question

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	N.D. Kapoor	Mercantile Law	2019	Eastern Book Company
2 – National	Narayan	Intellectual Property Laws	2019	
3 National	Bare Act	The Patent Act	2019	
4 National	Bare Act	The Trademark Act	2019	
5 International	Bare	The Negotiable Act	2019	

Online Resources:

Online Resources No	Web site address
1	https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf
2	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf
3	http://legislative.gov.in/sites/default/files/A1996-26.pdf
4	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf
5	https://www.youtube.com/watch?v=vlk40C91HqQ

MOOCs Resources No	Web site address
1	Alisons
2	www.swayam.gov.in

Mapped by: **Dr. Rajlakshmi Wagh, Law college, Pune**

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	303	Innovation, Design, Thinking and Entrepreneurship Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To introduce students to the role of an entrepreneur, innovation, and technology in the entrepreneurial process. To provide background knowledge for understanding innovation management. To focus on the interconnection between entrepreneurial thinking and innovation. To inspire participants to innovate in business and prompt rapid growth. To acquire the knowledge and skills needed to manage the development of innovations. To enable students to evaluate new business opportunities effectively. To integrate entrepreneurial thinking and problem-solving into academic and professional aspirations. 			
Course Outcomes:			
<ul style="list-style-type: none"> Analyzing: Students will dissect business scenarios to identify opportunities and resources, utilizing both critical and creative thinking techniques. Evaluating: Students will assess and integrate diverse facets of innovation and its influence on business and societal contexts. Understanding: Students will interpret and relate to theoretical and practical dimensions of entrepreneurship and recognize the entrepreneur's role in novel enterprise creation. Applying: Students will employ knowledge of startup financing avenues and practice constructing and presenting compelling business proposals to prospective stakeholders. Applying: Students will implement entrepreneurial skills and strategies in real-world business contexts, showcasing their ability to bring theoretical concepts to life. Evaluating: Students will critically assess the viability and potential impact of innovative solutions in diverse business environments, ensuring they are both novel and applicable. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Entrepreneurship: Entrepreneurship: Concepts, evolution, relevance; Entrepreneurial mindset and characteristics; Opportunity recognition and idea generation; Entrepreneurial ecosystem (incubators, accelerators, venture capital); Business Model Canvas basics; Feasibility analysis (market, financial, technical); Types of entrepreneurs (social, tech-based, intrapreneurs)	5	CO 5 and CO 6	Lectures: Case Studies Guest Speakers Group Discussions Role-Playing and Simulations	Understanding Applying Analyzing Evaluating	Quizzes and Tests Case Study Analysis Group Projects Class Participation Presentations Reflection Essays End Term

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						Internals:Short Answers
2	<p>Innovation: Meaning and characteristics of innovation. Purpose/goals of innovation. Sources of innovation. Types of innovation (service, process, product). Radical vs incremental innovation. Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation. Sustainability.</p>	7	CO 5 and CO 6	Lecture with Ppts Case Study Psychometric Tools Lectures Case Studies Guest Speakers Group Discussions Workshops	Understanding Applying Analyzing Evaluating	Quizzes and Tests Case Study Analysis Group Projects Class Participation Presentations Essays on Innovation Topics
3	<p>Innovation Management: Innovation management strategies. Definitions for innovation and innovation management. Innovation process. Intrapreneurship and innovation. Innovative work environments. Driving intra-organizational innovation.</p>	6	CO 5 and CO 6	Lectures Case Studies Guest Speakers Group Workshops Role-Playing and Simulations	Understanding Applying Analyzing Evaluating	Quizzes and Tests Case Study Analysis Group Projects In-Class Debates Presentations Essays on Innovation Management Topics
4	<p>Creativity: What is creativity? Components of creativity. Creativity process and techniques. Barriers to creativity. Organization and personal factors to promote creativity. Principles and techniques for creative ideas.</p>	7	CO 5 and CO 6	Lectures Workshops Group Discussions Role-Playing and Simulations Hands-on Activities (like Six Hat Thinking)	Understanding Applying Analyzing Evaluating	Quizzes and Tests Group Activities Assessment Individual Creativity Projects Class Participation Presentations Creative Problem-Solving Assignments

	Six Hat Thinking Exercises and Lateral Thinking Exercises.					
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	Methods and tools for creative problem-solving.					
5	<p>Crafting Business Models and Lean Start-Ups:</p> <p>Introduction to business models. Creating value propositions. Conventional industry logic and value innovation logic. Customer-focused innovation. Building and analyzing business models. Business model canvas. Introduction to lean startups. Business pitching.</p>	7	CO 4 and CO 5	<p>Lectures Workshops Group Discussions Case Studies Role-Playing and Simulations</p>	<p>Understanding Applying Analyzing Evaluating</p>	<p>Quizzes and Tests Group Projects (like creating a business model canvas) Individual Assignments Class Participation Presentations (like business pitching) Case Study Analysis</p>
6	<p>Organizing Business and Entrepreneurial Finance:</p> <p>Forms of business organizations. Sources and selection of venture finance options and its managerial implications. Policy initiatives and the role of institutions in promoting entrepreneurship.</p>	4	CO 4 and CO 6	<p>Lectures Case Studies Guest Speakers (from financial institutions or experienced entrepreneurs) Group Discussions</p>	<p>Understanding Applying Analyzing Evaluating</p>	<p>Quizzes and Tests Group Projects (such as analyzing a financing option) Individual Assignments Class Participation Presentations (on different financing options or policy initiatives) Case Study Analysis</p>

Reference Books

Sr. No.	National/International	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.	National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Book sage Publishing
2.	National	R. Gopal, Pradip Manjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books
3.	National	Shlomo Maitaland D V R Seshadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.	International	Davila, Tony , Epstein, Marc J. Boston,	The innovation paradox :why good businesses kill breakthroughs and how they can change.	2014	Massachusetts (2014)
5.	International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.	International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.	International	Timmons, Jeffry A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century A Pacific Rim Perspective, ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.
8.	International	Davila, T., Epstein, M J., Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0-13-149786-3	Upper Saddle River Wharton School Publishing
9.	International	Hisrich, R.D., Peters, M.P., and Shepherd, D.	Entrepreneurship —	2013	McGraw-Hill

Journals:

Journals:	
1	Journal of Business Venturing
2	Entrepreneurship Theory and Practice
3	Journal of Small Business Management
4	Academy of Management Review
5	Journal of Small Business and Entrepreneurship
6	Venture Capital
7	Small Business Economics
8	Family Business review

Online Resources

Resource No.	Website Address
1	www.brikenbulbs.com
2	www.en.wikipedia.org/wiki/business.plan
3	www.brainstorming.co.uk
4	www.mind-mapping.co.uk
5	www.ecic.adelaide.edu.au
6	www.mckinsey.com/
7	www.ideo.com
8	www.business.gov.au
9	www.wdc-econdev.com
10	https://hbr.org/2013/07/innovation-isnt-an-idea-proble

MOOCs:

Resources Name	Website Address
University of Florida	www.coursera.org
University of London	www.cefims.as.uk
Alison	https://alison.com/
Khan Academy - free online courses and lessons	https://www.khanacademy.org/
Swayam	swayam.gov.in

Mapped by: Ms.Triпти Tiwari Institute of Management & Research, New Delhi	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022				23
Semester	Course Code	Course Title		
III	307 Open	Digital Marketing		
Type	Credits	Evaluation	Marks	
Open	2	IE	IE= 100	
Learning Objectives:				
<ul style="list-style-type: none"> To introduce students to the fundamental concepts of Digital marketing To make students aware about changing consumer behavior in the digital world To give understanding of formulation digital marketing strategy To introduce students with various digital marketing platforms To introduce students with digital marketing analytics To introduce students with the concept of E-CRM 				
Learning Outcomes:				
<ul style="list-style-type: none"> Students will able to understand the concepts of Digital marketing Students will able to know the consumer behavior in the digital world Students will able to plan digital marketing strategy Students will able to understand significance of various digital marketing platforms for digital marketing Students will able to understand and use CRM in digital marketing 				

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
Common (as mentioned in the syllabus)	Common	Common	As per individual faculty discretion	Common	As per individual faculty discretion
5	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards Types of digital media (earned, owned, paid)	CO307.1	“ ”	Understand	
5	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of	CO307.2		Understand	

	Online marketing Mix. Omnichannel Marketing. Customer Persona Building. Zero Moment of Truth (ZMOT)				
5	Digital marketing Strategy: How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.	CO307.3		Apply	
5	Digital marketing Platforms: Search Engine Optimization (SEO) Concept, Significance, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing	CO307.3		Evaluate	
5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics.	CO307.4		Analyse	
5	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM, Mobile Apps for CRM Omni-channel CRM, Customer Journey Automation, Live Chat and Chatbot Integration	CO307.5		Create	

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	RPrasad	Digital Marketing		
2 – National	SameerKulkarni	Virtual Marketing		
3 – National	:Vandana Ahuja (Oxford Universitypress	Digital Marketing		
4 – International	Arnold, etal	Web Marketing		

5 – International	Philip Kotler, HermawanKartajaya, Iw	Marketing 4.0: Moving from Traditional to Digital		
6 – International	Ryan Deiss, Russ Henneberry	Digital Marketing For Dummies		Wiley Publication

Online Resources:

Online Resources No	Web site address
1	https://neilpatel.com/what-is-digital-marketing/
2	https://www.digitalmarketer.com/digital-marketing/

MOOCs:

Resources No	Web site address
1	https://learndigital.withgoogle.com/digitalunlocked/certification https://www.coursera.org/specializations/digital-marketing#courses

Mapped by: Venkatesh Kanthaswamy,	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022				23
Semester	Course Code	Course Title		
III	307 Open	Corporate Taxation		
Type	Credits	Evaluation	Marks	
Open	2	IE	IE=100	
Course Objectives:				
<ul style="list-style-type: none"> To introduce and orient the students with the definition and underlying provisions of Direct tax law and To develop broad understanding of the tax laws and accepted practices. To make them understood regarding practical aspects of tax planning as an important managerial decision making process. 				
Learning Outcomes:				
<ul style="list-style-type: none"> Understand various basic concepts/ terminologies related Taxation Calculation of Income under differential head of income Understand Basic concepts for taxation of companies Design/ Develop / Create tax saving plan. Explain how tax planning can be done Illustrate how online filling of various forms and returns can be done 				

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax	07	CO 1, CO 2, CO 5	Lecture with Ppts Quiz	Understand, Analyze	Quiz End Term Internals: Short Answers
2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and	08	CO 3, CO 4	Lecture with Ppts Case Study	Remember, Apply	Case Study , End Term: Application oriented Questions

	set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.					
3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of companies, Minimum alternate tax.	07	CO 1, CO 2	Lecture with PPTs	Understand	Short questions,
4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies.	08	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of activity , Ownership pattern, Tax incentives and Tax exemptions.	08	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.	07	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures*		, Taxman Publications New Delhi.
2 National	Ahuja Girish, Gupta Ravi,	, _Simplified Approach to Corporate Tax planning and Management*		Bharat Law House Pvt. Ltd. New Delhi.
3 National	Nitin Vashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning*,		Pearson Education
4 International	Alex Easson	Tax Incentives for Foreign Direct Investment		(Kluwer Law Internation).

– 5 International	Daniel Q. Posin	Corporate tax planning		(Little Brown & Company, London)
6 – International	Christiana HJI Panayi	Double Taxation, Tax Treaties, Treaty Shopping		(Kluwer Law International).

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/terms/c/corporatetax.asp
2	https://cleartax.in/s/corporate-tax
3	https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.classcentral.com
3	alison.com
4	www.edx.org

Mapped by: Prof. Aakash Yadav	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022				23
Semester	Course Code	Course Title		
III	307 Open	Cross Cultural Issues and International HRM		
Type	Credits	Evaluation	Marks	
Open	2	IE	100	
Course Objectives:				
<ul style="list-style-type: none"> • Understand approaches to international operations • Explain the process of Global staffing • Define training and development and compensation issues. • Discuss international industrial relations. • Elaborate issues related to cultural diversity • Understand business practices in various countries. 				
Course Outcomes:				
After completion of course, student will able to <ol style="list-style-type: none"> 1. Explain concepts related to approaches to international operations. 2. Explain the various aspects global staffing 3. Contribute in the process of training and compensation. 4. Describe issues related to international industrial relations 5. Handle the issues related to Cultural Diversity 6. Explain business practices in various countries 				

Lesson Plan

Unit No	Unit Details	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Cross National HRM: Purpose, Macro influences on HRM systems, Approaches to international operations-The ethnocentric approach, polycentric approach, geocentric approach	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Global Staffing Practices Approach to multinational staffing global staffing practices Expatriation and repatriation-selection of Expatriates, barriers to expatriation.	5	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Training Development and Compensation Issues Training & Development for expatriation and repartition Global compensation practices-compensation for expatriates, Social security schemes in different countries.	5	CO 3	Lecture with PPTs Case Study	Understand and Analyze	Case Study with Presentations End Term Exams: Case based Questions/A pplied Questions
4	International Industrial Relations International industrial relations practices Impact of	5	CO4	Lectures with PPTs Group Activity	Evaluate Analyze	Group Activity End Term

	globalization on IR, Comparative study of IR in some countries			Video Cases		Exam: Short case and situation based questions
5	Cultural Diversity Understanding cultural diversity Managing cultural diversity Understanding cultural- Hofstede's theory and Trompenaars theories, Communication across various cultures, Cross cultural Negotiation.	5	CO5	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Business Practices In Various Countries Business practices and approaches of European countries, china and Japan and USA	5	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Bhatia S.K.	International Human Resource Management-A Global Perspective,	2007	Deep and Deep Publication
2 National	Bhatia S.K. and Poonam Choudhary	Managing cultural Diversity in Globalization,	2003	Deep and Deep Publication
3 International	Mello Jeffery,	Strategic Human Resource Management,	2015	Thomson Publication
4 International	Dowling Welch,	International HRM-Managing People in International Context,	2004	Thomson Learning,South Western Publication

Online Resources:

Online Resources No	Web site address
1	https://kelleyflores.weebly.com/approaches.html
2	https://resources.workable.com/international-recruitment-policy
3	https://www.simplilearn.com/best-practices-for-training-global-employees-article
4	https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/key-steps-for-better-training-development-programs.aspx
5	https://renascencetalent.com/Pages/blog_details/8
6	https://www.worldatwork.org/docs/research-and-surveys/e157963gp04.pdf

MOOCs:

Resources No	Web site address
1	https://alison.com/course/international-and-strategic-human-resource-management
2	https://www.coursera.org/courses?query=hr
3	https://www.onlinestudies.com/Certificate/International-Human-Resource-Management/

Mapped by: Dr. Sachin Ayarekar, IMED,Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	CourseTitle	
III	307 Open	Artificial Intelligence in HR Practices	
Type	Credits	Evaluation	Marks
Open	02	IE	100
CourseObjectives:			
<ul style="list-style-type: none"> To develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities. It aims to bring you the latest thinking and up-to-date methods for AI technologies to create revenue and generate business opportunities. 			
CourseOutcomes:			
<ul style="list-style-type: none"> It gives more emphasis on hands on experience with consulting and live projects using AI tools. It will also develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities 			

Lesson Plan

unit	Contents	Sessio ns (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Definition, Meaning, Scope of Artificial Intelligence, approaches of artificial Intelligence, reasons/purpose of Artificial Intelligence in HR Limitations of AI Points to consider in deploying AI in HR	5	CO 1	Lecture with Ppts	Understand	Assignments, End Term Internals: Short Answers
2	Tactical HRIS (T-HRIS), Applications of AI in HR, Deploying AI in HR, Challenges of AI in Human Resource Management, Impact of Artificial Intelligence on HR practices, Barriers to adopting AI in HR	5	CO 1	Lecture with Ppts Case Study	Understand	Assignments, Case Study, Newspaper Article End Term: Applied Questions
3	Role of Artificial Intelligence in recruitment, Types of Artificial Intelligence Hiring Bias, benefits/advantages of using AI in recruitment.	5	CO 2	Lecture with PPTs Case Study Live project	Analyse	Assignments, Case Study with Presentations End Term Exams: Case

	The Role of Artificial Intelligence in Training, Learning and Development, benefits of AI in corporate training and development, Machine Learning (ML), Types of Machine Learning					based Questions/Applied Questions
4	Scope of Artificial Intelligence in Performance Management , Role of AI in Performance Management, advantages & disadvantages of using AI in performance reviews,	5	CO1	Lectures with PPTs Case Studies	Evaluate	Assignments, Exam: Short case and situation based questions
5	Artificial Intelligence and Compensation Management, impact of Artificial Intelligence on workers Compensation, Artificial Intelligence into Pay Decisions, Future of AI in Compensation	5	CO 2	Lecture with PPTs	Analyze , Evaluate	Assignments, Presentation Activity End Term: Theory Applied
6	The Impact of Artificial Intelligence on the Labor Market: Globally, New Job Structures, Labor Relations. Impact on the Organization of Work.	5	CO 2	Lectures with PPTs Case Studies Live project	Analyze, Evaluate	Assignments, Activity End Term: Theory Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Gerlind Wisskirchen	How Artificial Intelligence impacts labour and management	2018	
2	Agarwal, A., Gans, J., and Goldfarb, A	Rediction Machines: The simple economics of Artificial Intelligence	2018	Harward Buwsiness Review Press
3	Forster, E.M	The Machine Stops	2011	London: Penguin Books
4	Davidov, Guy.	A Purposive Approach to Labour Law,	2016	Oxford University Press
5	Deakin, Simon; Morris, Gillian	Labour Law, 4th ed	2005	Hart Publishing.

6	Stefan Strohmeier	Handbook of Research on Artificial Intelligence in HRM	2022	Saarland University, Germany
7	Vikas Garg, Richa Goel	Handbook of Research on Innovative Management Using AI in Industry 5.0	2022	www.igi-global.com
8	Ben Eubanks	Artificial Intelligence for HR use AI to Support and Develop a Successful		https://www.koganpage.com/product/artificial-
9	Tom Tauli	Artificial Intelligence Basics: A Non-Technical Introduction	2021	https://play.google.com/store/audiobooks/details?id=A
10	K.R. Chowdhary	Fundamentals of Artificial Intelligence	2020	Springer

Online Resources:

Online Resources No	Website address
1.	https://www.imercer.com/uploads/common/HTML/LandingPages/Analytical Hub/june2019-mercer-2019-global-performance-management-survey-
2.	https://hbr.org/2011/11/delivering-an-effective-perfor
3.	https://www.perlego.com/book/1589573/artificial-intelligence-for-hr-use-ai-to-support-and-develop-a-successful-workforce-pdf

MOOCs:

Sr.No.	Website address
1	https://www.upgrad.com/machine-learning-ai-pgd-iiitb/?utm_source=GOOGLE&utm_medium=NBSEARCH&utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_DV_IIITB_EML_HIT_ROI&utm_content=AI_ML_Courses&utm_term=learn%20ai%20ml&gclid=Cj0
2	https://sl-onlinetraining.wharton.upenn.edu/ai-program-for-decision-making?utm_source=google&utm_medium=cpc&utm_te
3	https://oorwin.com/?gclid=CjwKCAjw4ayUBhA4EiwATWYBrsEQOBcPrck68Oikzz-4Q3I-56snJqzHPdkpBNuOCpLli8aoI3mewRoC7r8QAvD_BwE

Mapped by: **Dr. Rahul N. Manjare**, AKIMSS, Solapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course	
III	307 Open	Indian Culture	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> To study stage wise development of Civilization To understand morals and ethics and cultural development laying foundation for progression of cultural history. To understand Pre – and proto – historic cultures. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understanding Religious movements in the sixth and fifth centuries. Understanding Evolution of Indian society. Understanding Indian polity and Economic life. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
4	Meaning and process of culture; Sources –Archaeology, Literature. Elements of Culture, concept of Indianness and value system. Relation between culture and civilization	CO1	Case Study	Knowledge	IE
5	Historiography and approaches to the study of Indian Culture Stereotypes, Objectivity and Bias, Imperialist, Nationalist, Marxist and Subaltern. Heritage of India and world's debt to Indian Culture	CO2	Oral Questions	Comprehension	IE
6	Pre – and proto – historic cultures- Indus Civilization – Origin, extent, date, art, architecture, religion, society, economy. Stone age cultures, Protohistoric cultures, Harappan Culture, Vedic culture, Mauryan period, Gupta period, Early Medieval Period, Sultanate Period, Mughal Period.	CO3	Flipped Classroom	Knowledge	IE
	Religious movements in the sixth and fifth centuries: Buddhism and Jainism; Social and economic changes; Impact of Persian and Greek invasions; Role of Mauryan empire in Indian cultural unification; Asoka	CO4	Presentations	application	IE

	– his edicts and Dhamma; Mauryan art, polity and economy; Sangam age– Society and economy.				
6	Evolution of Indian society- Varnasrama Dharma; Caste system, Asramas, Purushartas, Samsakaras, family, education, position of women, Parda system, Sati, slavery, untouchability, Festivals and pastimes; Legal Institutions sources of Hindu Law, Proprietary rights, succession, judicial procedure, attempts at social reforms in medieval and modern times	CO5	Group Discussion	analysis	IE
4	Indian polity and Economic life nature of State, kingship, republics, and local self government, inter State relations; taxation; Economic life agriculture, trade, commerce, industries, guilds, urbanisation, towns and cities.	CO6	Debate	knowledge	IE

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	J.L.Mehta, Sarita mehta	History of Ancient India	2012	
2	Shastri K. A. Nilakanth	History of India Part I– Ancient India		
3	R.C.Majumdar, H.C. Raychaudhari, Kalikinkar	An Advanced History of India	2020	
4	Kosambi D. D.	The culture and civilization of ancient India	1975	
5	Kosambi D. D.	An introduction to study of Indian History 1975	1975	
6	Sharma R. S.	Aspect of political ideas and institution in ancient India	1959	

Online Resources:

Online Resources No	Website addresses
1	https://www.researchgate.net/publication/339726396_A_Brief_History_of_India
2	https://www.pdfdrive.com/indian-history-books.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/course/natural-disasters
2	https://swayam.gov.in/
3	https://www.coursera.org/
4	https://nptel.ac.in/

Mapped by: Dr. Deepali Pisal , IMED, Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Specializations

Programme : MBA (G) CBCS Revised Syllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	MK02	Consumer Behavior	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the importance Consumer Behavior in the field of Marketing To study the environmental influences on the Consumer Behavior. To know the consumer and organizational buying decision making process. To study consumer research and its utility in Marketing Decision Making. 			
Course Outcomes:			
<ul style="list-style-type: none"> Gain a sound understanding of Consumers' Behaviour in the market-place and the concepts related to it. Analyze the business environment and understand its influence on the consumers' behavior. Identify new market segments. Understand the nitty-gritties of consumer and organizational buying decision Process Apply the knowledge of consumer behavior in devising marketing strategies,changing consumers' attitudes etc. Discuss the scope and managerial importance of consumer research and its role in designing marketing strategies. 			

Lesson Plan

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Introduction: Meaning and definition of consumer behavior. Importance of consumer behavior study in the field of marketing, buying roles in consumer behavior- initiator, influencer, gatekeeper, decider, buyer and user.	5	CO 1	Lecture with Ppts	Understand	Class Test
2	Individual Determinants of Consumer Behavior: Consumer Needs-	8	CO1 – CO2	Lecture with Ppts Case Study		Case Study, Article

	<p>Meaning of Consumer Needs, Maslow 's Hierarchy of Needs. Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept – Meaning of Personality, Nature of Personality. Self-concept Meaning of Self-concept, Components of Self-concept. Perception, Learning– Meaning of Perception, Elements of Perception. Learning - Behavioral learning theories – Theory of classical conditioning – three basic concepts emerged out of this theory: repetition, stimulus generalization, stimulus discrimination, implications of classical conditioning theory for the marketers. Theory of operant or instrumental conditioning: Types of reinforcement- positive and negative Consumer attitude-meaning of attitude, characteristics of attitude and strategies for bringing in attitudinal change.</p>			Psychometric Tools	Apply (Analyze)	Class Test: Applied Questions
3	<p>External Determinants of Consumer Behavior: Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior</p>	7	CO2,CO 4	Lecture with PPTs Case Study	Analyze	Case Study with Presentations Class test:: Case based Questions /Applied Questions
4	<p>Consumer Buying Decision Making Process:</p>	8	CO4	Lectures with PPTs	Understand	Group Activity

	Need recognition, Information Search, Evaluation of alternatives, Purchasedecision and Post Purchase behavior. Consumer Behavior Models: Howard Sheth Model, Engel-Kollat-Blackwell Model and Nicosia Model Organizational Buying Decision Process, Difference between organizational buying decision making process and consumer buying decision making process.			Group Activity Video Cases		End Term Exam: Short case and situation based questions
5	Diffusion of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Adopter categories Importance of Adoption and Diffusion of Innovation in Consumer Behavior	12	CO5	Lecture Case Activity	Analyze	Case Presentati on Activity End Term: Theory Applied
6	Consumer research process – developing research objectives, collecting secondary data, designing primary research	5	CO6	Lectures with PPTs Flip Classroom	Understa nd	Activity End Term: Theory Applied

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 nd Edition 2014	Sultan Chand & Sons, New Delhi.
1National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 nd Edition 2015	Himalaya Publishing House.
2National	Michael D. Hutt & Thomas W. Speh	Business Marketing Management: B2B	12 th Edition 2016	South-Western Publication.
1International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 th Edition 2017	Cengage Learning.

2International	Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar	Consumer Behavior	12 th Edition 2018	Pearson.
3International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 th Edition 2001	McGraw Hill Inc.

Online Resources

Online Resources No.	Website address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.westburn-publishers.com/journals/customer-b...
3	https://www.tandfonline.com/doi/ful
4	www.mheducation.com/hoghered/category.10366
	https://books.google.co.in/books/consumer behaviour

MOOCs:

Resources No.	Website address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.mooc-list.com/tags/consumer-behaviour
4	https://alison.com/humanities/psychology courses/consumer behaviour
5	https://www.tandfonline.com/doi/full

Mapped by: Prof. C.R. Suryawanshi BVDU, AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS				Revised Syllabus w.e.f. - Year 2022 23	
Semester	Course Code	Course Title			
III	MK02	Services Marketing			
Type	Credits	Evaluation	Marks		
Core Elective	3	CES	UE:IE =50:50		
Course Objectives:					
<ul style="list-style-type: none"> To provide in-depth insight in managing and delivering of quality services To create awareness about the services sector, the challenges and opportunitiestherein. To understand the need and importance of people, process and physical evidence inServices Marketing Mix. 					
Learning Outcomes:					
<ul style="list-style-type: none"> Understand the challenges and opportunities involved in services sector. Understand the aspects of developing new services, promoting the services and making itavailable in a convenient manner. 					

Sessio n (hrs.)	Topic	CO Num ber	TeachingMe thodology	Cognitio n (As per Bloom's Taxonomy)	Evaluatio nTools
8	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India. Service Marketing Triangle.	CO1	Lecture with ppt case study	To understand	Quiz End Term Internals:Sh ort Answers
11	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in	CO1 CO2	Lecture with ppt Quiz	Apply, Analyse	End term tests, Group discussion

	<p>services, Challenges in distribution of Services</p> <p>Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle</p> <p>Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing</p>				
5	<p>People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees</p> <p>Physical evidence: Nature, Importance of physical evidence in services; Service scope. Process: Service as a process.</p> <p>Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Service as a process & as a system Strategies for managing inconsistency</p> <p>Customers as co- producers of services.</p>	CO1 CO2	Lecture with ppt, case study	Evaluate	Group discussion, surprise tests
4	<p>Service Guarantee Concept, Strategies and Implementation, Effective Service Recovery and Complaint Management, Understanding Service Failures, Defect Prevention, and Customer Recovery Tactics</p>	CO1	Lecture with ppt, quiz	Create	End term tests
10	<p>Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL</p>	CO1	Lecture with ppt, case study	Evaluate	End term test, group discussion
7	<p>Understanding Demand Patterns and Key Determinants in Services, Strategic Demand Management in Service Settings, Capacity Management: Planning and Optimization,</p> <p>Managing Service Wait Times: Queuing Strategies and Solutions, Demand Smoothing through Reservations and</p>	CO1 CO2	Lecture with ppt, case study	Evaluate	End term test, group discussion

	Advance Booking Systems				
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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Valarie A Zeithaml, Dwayne D. Gremler, MaryJo Bitner and Ajay Pandit	Services Marketing	4 th Edition	Tata McGraw Hill Publications
2 – National	K Ram Mohan Rao	Services Marketing	2 nd Edition	Pearson Education
4 – International	Chrostopher Lovlock, Jayanta Chaterjee	Services Marketing	7 th Edition	Pearson Education

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.tandfonline.com/doi/full

Mapped by: Dr. Sandeep N. Jagdale, BV DU, YMIM, Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme:MBA (G) CBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	FM01	Investment Analysis and Portfolio Management	
Type	Credits	Evaluation	Marks
FullCredit	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment. To explain the concept of Mutual Funds and derivatives and how to evaluate them. To explain the concept and applications of fundamental analysis and technical analysis for stock investments. To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations. To explain the calculation of the risk and return for securities and for portfolios. To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments. . 			
Course Outcomes:			
At the end of the programme students will able to-			
<ul style="list-style-type: none"> Understand the risk and return relationship and various investment alternatives available in India. Comprehend the concept of Mutual Funds and derivatives and how to evaluate them. Understand how to use fundamental analysis and technical analysis for stock investments. Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations. Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios. Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments. 			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Meaning, Scope, and Constraints of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in	8	CO 1	Lecture with Ppts Quiz, News article, case study, Flip Classroom	Knowledge, Understand and apply	Midterm exam , end term exam and CES

	India, Role of Securities Market in Indian economy					
2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jenson's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India	7	CO 2	Lecture with Ppts Quiz, News article, case study, Flip Classroom	Knowledge, Understand Apply and Analyze	Midterm exam , end term exam and CES
3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making	8	CO 3	Lecture with Ppts Quiz, News article, case study, Flip Classroom	Understand Analyze and evaluate	Midterm exam , end term exam and CES
4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations	7	CO4	Lecture with Ppts Quiz, News article, case study Group Activity, Flip Classroom	Understand Analyze, evaluate and create	Midterm exam , end term exam and CES
5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with	8	CO5	Lecture with Ppts , Problem sheets and case study, Flip Classroom	Understand Analyze and evaluate	Midterm exam , end term exam and CES

	portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application					
6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility ,Indifference Curve	7	CO6	Lectures with PPTs, Flip Classroom	Knowledge, Understand and apply	Midterm exam , end term exam and CES

Reference Books

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National –	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3 National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 th Edition.	S.Chand& Sons,
4 International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning
5 International –	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio Management	2018, 7 th edition.	Pearson Education,
6 International –	Eugene F. Brigham , Michael C. Ehrhardt	Financial Management :Theory and Practice	2017	Cengage Learning

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Online Resources

Online Resources No	Web site address
1	https://www.moneycontrol.com
2	https://www.nseindia.com
3	https://www.sebi.gov.in
4	https://www.rbi.org.in
5	https://www.investopedia.com

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

Mapped by: Dr. Ranpreet Kaur , IMED, Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f.-Year 2022 2023			
Semester	Course Code	Course Title	
III	FM02	Management of Financial Services	
Type	Credits	Evaluation	Marks
Elective	3	UE:IE	50:50
Course Objectives:			
<ol style="list-style-type: none"> 1. To create Dynamic and Effective Business Professionals and Leaders. 2. To transform the individual to cater to the needs of the society and contribute to Nation building 3. To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior. 4. To improve organizational Behavior by having a sound knowledge of cultural differences 			
Course Outcomes:			
<ol style="list-style-type: none"> 1. Understand the role and function of the Indian Financial System, Financial Market and Various instruments of Financial Services. 2. Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context. 3. Understand the concept of Rural Banking, Microfinance in Indian Financial service. 4. Evaluate and create strategies to promote financial products and services. . 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System- Financial Market, Financial Institutions /Intermediaries and Instruments. Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector	5	CO 1	Lecture with PPTs Quiz	Understand, Apply	Quiz Mid and End Term Internals: Short Answers
2	Financial Market Operations: Recent Development of Indian Capital and Money Market, Capital Market Operation:	6	CO 1 and CO 4	Lecture with PPTs	Understand, Apply	Case studies Quiz,

	<p>New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary Market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO's in India. Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market. Stock Market Operations: Stock Exchange functions in India, Listing of Securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE</p>			<p>Quiz</p> <p>Seminar on Stock Exchange</p>	<p>,Analyze</p>	<p>Class Presentations</p> <p>End Term: Applied Questions</p>
3	<p>Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities, Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post -Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI. Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for 10 Page 133 Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India.</p>	10	CO 2 and CO 4	<p>Lecture with PPTs</p> <p>Case Studies</p> <p>Group Discussion</p>	<p>Analyze, Evaluate , Create</p>	<p>Case Study with Presentations</p> <p>End Term Exams: Case based Questions/ Applied Questions</p>
4	<p>Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines Methods of venture financing. Case studies of Venture capitalist</p>	6	CO 2 and CO 4	<p>Lectures with PPTs</p> <p>Group Activity</p> <p>Class Presentations</p> <p>Case studies</p>	<p>Analyze , Evaluate, Create</p>	<p>Group Activity</p> <p>End Term Exam: Short case and situation based questions</p>

5	Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization	5	CO1 & CO2	Lecture Case Activity	Understand and apply	Case Presentation Activity End Term: Theory Applied
6	Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Services. Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.	4	CO4	Lectures with PPTs Guest lecture of NBF M/F	Apply, Analyze, Evaluate	Mini Project End Term: Theory Applied

Reference Books

Publication	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	Kavita Singh	Organizational Behavior	2015, 3 rd edition	Pearson Publication
International	Robbins, Timothy Judge, Seema Sanghi	Organizational Behavior	12 th edition	Stephen Pearson Prentice Hall
National	M N Mishra	Organizational Behavior	2010	Vikas Publishing House Pvt. Limited
International	Fred Lathan's	Organizational Behavior	13 th edition	McGraw Hill Inc.
International	John News tom and Keith Davis	Organizational Behavior	11 th edition	Tata McGraw Hill

Online Resources

Online Resources No.	Website address
1	www.bretlsimmons.com
2	https://www.youtube.com/watch?v=JIa7vP3gyL4
3	www.positivesharing.com
4	https://www.youtube.com/watch?v=r2Xv9Am7PWQ

MOOCs

Resources No.	Website address
1	Alisons
2	Swayam

Mapped by: S.C. Maindargi , AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Course : MBA (G) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HR (E) 01	Human Resource Planning and Development	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • Understanding the process of Human resource planning • Appraise the techniques of HR planning • Formulating the HR procurement and deployment • Understanding the role of training and executive development • comparing and applying various methods of training • Determining the training designs and evaluation 			
Learning Outcomes:			
<ul style="list-style-type: none"> • Describe the process of human resource planning applying the techniques for human resource planning • Identify the human resource procurement and deployment • Explain the role of training and development distinguish different methods of training and their applications assess the design and outcome of training 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
0	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ; work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill	CO 3	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

	<p>inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis ; Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement – Labour Turnover</p>				
10	<p>Recruitment plan ; Recruitment Sources; Current practices in Recruitment: Outsourcing, e- recruitment career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design</p>	CO 2	<p>Lecture with PPTs Case Study</p>	Analyse	<p>Case Study with Presentations End Term Exams: Case based Questions/Applied Questions</p>
10	<p>Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development</p>	CO 2	<p>Lectures with PPTs Group Activity Video Cases</p>	Understand	<p>Group Activity End Term Exam: Short case and situation based questions</p>
10	<p>Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and</p>	CO 3	<p>Lecture Case Activity</p>	Apply (Analyse)	<p>Case Presentation Activity End Term: Theory Applied</p>

	Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e-training.				
10	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis	CO 3	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand
2 – National	Rolf, P., and UdaiPareek	Training for Development		Sage Publications Pvt. Ltd.
3 – National	J.W. Walker	Human Resource Planning		McGraw Hill.

4 – International	Noe, Raymond A., and Amitabh DeoKodwani	Employee Training and Development		Tata McGraw Hill.
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley
6 – International	Paul Turner	HR Forecasting and Planning		CIPD

Online Resources:

Online Resources No	Web site address
1	http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf
2	https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html
3	https://www.pdfdrive.com/human-resource-planning-development-e38508079.html
4	https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Mapped by: **Prof. Vikas V. Patil**, YMIM, Karad

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Course : MBA (G) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the laws and rules pertaining to labor To understand the various concepts and laws in Labour Welfare, health and safety To understand the laws and rules pertaining to social security To understand the laws related to discipline 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understanding various importance's of labour laws in effective business management. Understanding the legislation related to Labour Welfare, health and safety. Understand various statutory provisions related with industrial relations and labour welfare. Analyze issues and challenges of applying provisions as per legislations in the industry Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	Industrial Relation: An overview Concept of IR Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour, National Commissions on Labour IR in modern Era IR and HRM/HRD Principles of Labour Legislation	CO1	Lecture with Ppts. Quiz	Understand	Quiz End Term Internals: Short Answers
10	Laws relating to working condition – Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyze)	Case Study, Newspaper Article End Term: Applied Questions

10	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 – definitions, payment of equal remuneration, advisory committee, enforcement of the act	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
10	Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare	CO 2	Lectures with PPTs Group Activity Video Cases	Understand	Group Activity End Term Exam: Short case and situation based questions
10	The Industrial Employment (Standing Orders) Act 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Act,	CO 3	Lecture Case Activity	Apply (Analyse)	Case Presentation Activity End Term: Theory Applied
10	The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act – Definition, provisions – meaning of the term “Wage” – Wage Vs. Salary, “Workmen Compensation Act”	CO 3	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Mapped by: Dr. B.R. Patil , YMIM, Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme : MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	IB01	Regulatory Aspects of International Business	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business. To give background of legal framework of Cross border trade. To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations 			
Learning Outcomes:			
<ul style="list-style-type: none"> The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes. The course will help students to know the various legal compliances and documentations in the cross border trade. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
10	International Business transactions –Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects	CO1	Lecture with PPT's	Understand	End Term Internals: Short Answers
10	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines	CO2	Lecture with PPT's	Apply	End Term Internals: Short Answers
10	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement	CO2	Lecture with PPT's + Case Study on BCCI Scandal	Apply	End Term Internals: Short Answers
10	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board	CO1	Lecture with PPT's	Understand	End Term Internals: Short Answers

10	Indian scenario – Process of Regulation & Deregulation, Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules, UCPDC ICC Publication URC ICC, Publication Important clauses & interpretation, Customs & Baggage Rules, INCOTERMS, Dealing with Foreign Exchange Rate (Relative pricing, Currency Hedging, Fixed vs. Floating rate)	CO2	Lecture with PPT's + Quiz	Evaluate	End Term Internals: Short Answers
10	International Debt Crises, Herstst Bank Crisis, Asian & other crises, Sovereign Risk State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing	CO2	Lecture with PPT's + Case Studies on Crises	Create	End Term Internals: Short Answers

Reference Books:

Reference Books	Name of the Author	Publishers
International	ICC Publication UCPDC -Uniform Customs and Practice for Documentary Credits	International Chamber of Commerce
International	Global Business Regulation by <u>John Braithwaite</u>	Cambridge University Press (February 13, 2000)
International	Legal & Ethical Aspects of International	Wolters Kluwer Law & Business (February 27, 2014)
International	International Banking Legal and Regulatory Aspects (Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008	Publisher-Rajiv Beri from Macmillan India Ltd.
National	Regulatory requirements under FEMA 1999 Vol I FEDAI Publication	FEDAI Publications, Govt. of India

Online Resources:

Online Resources	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme
7.	https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/1hYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory+aspects+of+international++business+books+indian+author&printsec=frontcover

MOOCs:

Resources No	Web site address
1	https://www.edx.org/learn/international-trade
2	https://www.openlearning.com/courses/GFML3073/

Mapped by: Dr. Vrushali Kadam,, YMIM Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme : MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	IB02	Export Import Policies Procedures and Documentation	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To make students aware about the cross border trade procedures and practices in International Logistics 			
Learning Outcomes:			
<ul style="list-style-type: none"> The course will provide a clarity on the Import-Export cycle. The course will help students to know the various compliances and documentations in the Import Export Process The course will help students to know the logistic process and various agencies involved in the export-import process. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import	10	Co1	Lecture with Ppts	Understand	End Term: Applied Questions Presentations
2	World's Foreign Trade Scenario and Trade Composition, India's Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment.	10	Co1	Lecture with Ppts Case Study Psychometric Tools	Understand Analyse	Case Study, End Term: Applied Questions Presentations
3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc. Export Incentive Schemes: Duty Exemption Scheme, Duty Remission Scheme, Export Promotion Capital Goods Scheme, Special Economic Zones."	10	Co2	Lecture with PPTs Case Study	Understand Analyse	Case Study, End Term: Applied Questions Presentations

4	Cross Border Payment Settlement Procedure	10	Co2	Lecture with PPTs		Case Study , End Term:
	with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading			Case Study	Understand Apply	Applied Questions Presentations
5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.	10	Co3	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations
6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization Types and Dimensions, Linear Shipping Services\ <u>Project</u> Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.	10	Co3	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1-National	Aseem Kumar	Export Import Management	2007	Excel Books
2–National	C. Rama Gopal	Export Import Procedure and Documentation	2019	New age International Publisher_s, New Delhi
3 National	W.K. Acharya and Jain K.S	Export Import Procedure and Documentation	2019	Himalaya Publishing House, Mumbai
4 National	CA Shiva Chaudhary	How to start Export Import Business	2018	Educreation Publishing

Online Resources:

Online Resources No	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme

MOOCs:

Resources No	Web site address
1	http://niryatbandhu.iift.ac.in/exim/
2	https://www.edx.org/learn/international-trade
3	https://www.openlearning.com/courses/GFML3073/

Mapped by: Dr. P.P. Kothari, AKIMSS, Solapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme : MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	PM01	Quality Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the Quality Management concept and principles and the various tools available to achieve Quality Management. Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use. Stressing upon the importance of the quality principles on the business performance. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. <p>Critically appraise the organizational, communication and teamwork requirements for effective quality management</p> <p>Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.</p>			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality	10	CO 1	Lecture with Ppts Quiz	Understand, Analyze	Quiz End Term Internals: Short Answers
2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.	10	CO2	Lecture with Ppts Case Study	Remember, Apply	Case Study , End Term: Application oriented Questions
3	Control Charts for SQC :Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p- chart, np-chart, c-chart. Construction & use of the	10	CO2, CO 3	Lecture with PPTs	Understand	Short questions,

	control charts.					
4	Acceptance Sampling for SQC :Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.	10	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.	10	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kaizen.	10	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions

Reference Books:

ReferenceBooks (Publisher)	Name of theAuthor	Title of theBook	Year Edition	Publisher Company
1 –National	Sundarrajan	Total Quality Management 3rdEdition		PEARSON INDIA
2 –National	P. I. Jain	Quality Control& Total Quality Management		Tata McGraw-Hill Education
3 National	John Bank	The essence ofTotal Quality Management		Prentice Hall
4 International	N. Logothetis	Managing forTotal Quality		Prentice Hall; International Ed Edition
5 International	Dale H Bester field	Quality Control		Pearson Education

Online Resources:

Online Resources No	Web site address
1	<i>www.iso.org</i>
2	<i>www.bis.gov.in</i>
3	https://asq.org/quality-resources/total-quality-management

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com

Mapped by: **Dr A.B. Nadaf**, AKIMSS, Solapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme : MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	PM02	Business Process Reengineering	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR. To introduce BPR as a change management tool. To explore and master the fundamental principles of BPR. 			
Learning Outcomes:			
<ul style="list-style-type: none"> DEFINE the key terms associated with Business Process Reengineering. EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations. APPLYING APPLY modeling tools for simple business processes FORMULATE a working plan to establish a Business Process Reengineering team EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs. IMAGINE ways to improve business or non-business processes. 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
Common (as mentioned in the syllabus)	Common	Common	As per individual faculty discretion	Common	As per individual faculty discretion
10	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Business processes improvement	1	Lecture with ppt, Quiz	Understand	Quiz end team internals
10	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR -Evolution, Definition, Need for reengineering,	1	Lecture, case study, ppt	Create	case study end term exam Applied Questions

	Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't, BPR and other quality management concepts, BPR and ERP relation. BPR and Process Simplification, BPR and Continuous Improvement				
10	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering Criticality of IT in Business Process. Factors related to IT infrastructure	2	Lecture with ppt, case study	Evaluate	Case study with presentation end term exam Applied Questions
10	BPR & Information Technology: Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering	3	Lecture with ppt, Group activity	Evaluate	Group Activity end term exam , short case and situation based questions
10	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines,	4	Lecture, case study	Create	Activity end term theory applied

	Common steps to be taken for BPR implementation				
10	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,	6	lecture with ppts	Evaluate	Case presentation end term exam

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 –National	- Radhakrishnan, Balasubramanian	Business Process Reengineering		, PHI, Eastern Economy Edition, 2008
2 –National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering		MGH.
3 National	- Dey,	Business Process Reengineering and Change Management		Biztantra.
4 International	Harmon, P , Elsevier/Morgan	Business Process Change :A Guide for Business Managers and BPM and Six Sigma Professionals,		Kaufmann Publishers.

5 –International	Walford, R.B.,	Business Process Implementation for IT Professionals andManagers,		ArtechHouse.
6 –International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,		Harper Business

Online Resources:

Online Resources No.	Web site address
1	https://en.wikipedia.org/wiki/Business_process_re-engineering
2	https://searchcio.techtarget.com/definition/business-process-reengineering
3	https://www.minit.io/blog/business-process-reengineering-examples#accept
4	https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/
5	https://www.sweetprocess.com/business-process-reengineering/#chapter-8

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Prof. S.A. Jadhav, Institute of Management & Research, Kolhapour	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme:MBA (G) CBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	CourseTitle	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • Explain what systems are and how they are developed. • Identify and describe the phases of the systems development life cycle. • Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner. • Develop and evaluate system requirements. • Work effectively in a team environment. • Describe the role and responsibilities of the systems analyst in the development and management of systems. 			
Course Outcomes:			
<ol style="list-style-type: none"> 1. Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems. 2. Use tools and techniques for process and data modeling. 3. Describe the role and responsibilities of the participants in information systems development. 4. Develop a feasibility analysis of a proposed system. 5. Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal. 6. Explain the common ways projects fail and how to avoid these failures. 7. Implement various project management tools. 			

Lesson Plan

Unit	Cs	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis	8	CO1, CO3	Lecture with Ppts	Apply	Mid Term: Long Answer Questions
3	Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD	8	CO2, CO4	Lecture with PPTs Cases	Analyse	End Term Exams: Case based Questions/ Applied Questions

4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.	8	CO2, CO5	Lectures with PPTs Cases Flip Classroom	Analyse	Class Assignments End Term Exam: Applied Questions
5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management	8	CO5	Lectures Cases Flip Classroom	Create	Case based Presentation Activity End Term: Theory Applied
6	Practical and case studies a) Hospital Management b) Hotel Management c) Library Management d) Inventory Management	5	CO6, CO7	Lectures Case Study Group projects	Evaluate	Activity: Group project Presentations

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1- National	Awad	System Analysis and Design	2015, 3 rd edition	Pearson Publication
2- National	Senn	System Analysis and Design:	12 th edition	Stephen Pearson Prentice Hall
3 National	Roger S. Pressman	Software Engineering a Practitioner's Approach	2010	Vikas Publishing House Pvt. Limited

Online Resources

Online Resources No.	Websiteaddress
1	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm
2	https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388

MOOCs:

Resources No.	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr. Seema Tarnekar, CDOE (Centre for Distance and Online Education)	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme : MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	IT02	Information System Security & Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> • Describe the general framework for IT risks and control. • Identify the unique elements of computer environment and discuss how they affect the audit process. • Describe the security aspect and audit issues related to computer security. • To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems. • Understand the audit objectives and procedures used to test data management controls. • Discuss the stages in the SDLC 			
Learning Outcomes:			
<ul style="list-style-type: none"> • Understand the difference between Security Metrics and Audits. • Knowledge on Vulnerability Management • Know the Information Security Audit Tasks, Reports and Post Auditing Actions • Understand Information Security Assessments • Examine the multiple layers of IS security in organizations. • Analyze the risk management approach to information assets' security with respect to operational and organizational goals. • Evaluate physical and logical security controls, and the automated approaches in IS security. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Information Systems Audit: What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities(Executive management, Auditors, IT and Information security and General users) Information system control : Information system control techniques, categories of internal control, organizational controls, data processing environmental	10	CO 1	Lecture with PPTs Quiz	Understand	Quiz Class test Home Assignment

	control, Business continuity planning control, user control, boundary control, input control, control over data					
2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.	10	CO 1	Lecture with Ppts Case Study Psychometric Tools	Understand and Analyze	Case Study , Newspaper Article End Term: Applied Questions
3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management-Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks,	10	CO 3	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions

	impact of cyber frauds on enterprise, techniques to commit cyber frauds.					
4	<p>Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences betweenpre- and post implementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases)</p>	10	CO1	<p>Lectures with PPTs</p> <p>Group Activity Video Cases</p>	Evaluate	<p>Group Activity End Term Exam: Short case and situation based questions</p>
5	<p>Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the</p>	10	CO2	<p>Lecture Case Activity</p>	Apply	<p>Case Presentation Activity End Term: Theory Applied</p>

	<p>effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact</p>					
6	<p>Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network –social network threats , Green IT security service and challenges</p>	10	CO4	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Doug Dayton, Daug Dayton	—Information Technology Audit Handbookl,	(1997),	Prentice Hall, ISBN: 0136143148
2 National	Ron Weber	Information Systems Control and Auditl,		Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317- 0472-1
3 National	Richard E. Cascarino	Auditor's Guide to Information Systems Auditing		- 978-0-470- 00989-5 Willey publication
4 International	Frederick Gallegos, Sandra Allen- Senft, Daniel P. Manson (1999)	—Information Technology Control and		Auerbach Pub, ISBN: 0849399947

5 – International	James A. Hall	—Information Systems Auditing and Assurance, I		South Western College Publishing, 1999.
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Online Resources

Online Resources No	Web site address
1	https://core.ac.uk/download/pdf/6673169.pdf
2	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm
3	https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework
4	https://en.wikipedia.org/wiki/Information_security_audit
5	https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in
Resources No.	Website address
1	Alisons
2	Swayam

Mapped by: Dr.H.M.Padalikar, BVDU,IMED,Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme : MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	AM01	Rural Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<p>To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment</p> <ul style="list-style-type: none"> To familiarize the students with the basic concepts of Rural Marketing, To make the students aware of nature of the Rural Consumer To give insights of marketing of agricultural inputs and produce. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the importance of Rural Markets Sensitize to the needs and behavior of consumers and channels Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making Understand the Rural Market Segmentation and Rural Products Expose the students to Rural Market Distribution and services 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption	10	CO 1	Lecture with Ppts Quiz	Understand, Analyze	Quiz End Term Internals: Short Answers
2	Rural Marketing in India. Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India	10	CO2, CO4	Lecture with Ppts Case Study	Remember, Apply	Case Study, End Term: Application oriented Questions
3	Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning	10	CO2, CO 3	Lecture with PPTs	Understand	Short questions,
4	Product strategy for rural	10	CO 2, CO 5	Lectures with	Understand,	End Term

	markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.			PPTs	Analyze	Exam: Short case and situation based questions
5	Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy	10	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
6	Cases related to the topics covered under earlier units. Agribusiness marketing Project studies in your areas	10	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan,	-Rural Marketin – Text and Cases		, Pearson education.
2 – National	C.S.G. Krishnamacharyulu &	-Cases in rural marketing an		Pearson education.
	Lalitha Ramakrishnan	integrated approach		
3 National	Robert Chambers	Rural Development: Putting the last first		Pearson education.

Online Resources:

Online Resources No	Web site address
1	https://www.economicdiscussion.net/marketing-management/rural-marketing-in-india/31957
2	https://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf
3	https://theinvestorsbook.com/rural-marketing-strategy.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.Vaibhavi.Desai, BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Lesson Plan

Programme: MBACBCS Revised Syllabus w.e.f.-Year 2022 2023			
Semester	Course Code	Course Title	
III	AM02	Supply Chain Management in Agribusiness	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE 50:50
Program Outcomes:			
<p>P1-Apply the knowledge of management theories and practices to solve business problems</p> <p>P2-Foster analytical and critical thinking abilities for data-based decision making</p> <p>P3-Learn new technologies with ease and be productive at all times</p> <p>P4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.</p> <p>P5-Read, write, and contribute to Business literature</p> <p>P6-Ability to lead themselves and others in the achievement of organizational goals, contributing Effectively to a team environment.</p>			
Course Outcomes:			
<p>C1-Understand the principles of supply chain management and its importance in business management.</p> <p>C2-Know the emerging practices, challenges and trends in supply chains</p> <p>C3-Understand the Supply Chain Strategy</p> <p>C4-Understand the Logistics Management in Supply Chains</p> <p>C5-Understand the Information Technology for Supply Chain Management</p>			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	10	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management	10	CO 1	Lecture with PPTs Case Study Psychometric Tools	Understand	Case Study , Newspaper Article End Term: Applied Questions

3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory.	10	CO 2	Lecture with PPTs Case Study	Analyze Evaluate	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	10	CO2	Lectures with PPTs Group Activity Video Cases	Analyze	Group Activity End Term Exam: Short case and situation based questions
5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	10	CO3 CO5	Lecture Case Website activity	Apply Create	Case Presentation Activity End Term: Theory Applied
6	Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops	10	CO1 CO2 CO3	Lectures with PPTs Flip Classroom Project	Remember create	Activity End Term: Theory Applied

Sr.No.	Nameof the Author	Title of the Book	Year Edition	Publisher Company
1National	Altekar RV.	Supply Chain Management: Concepts and Cases	2006	Prentice Hall of India.
2 National	Monczka R, Trent R & Handfield R.	Purchasing and Supply Chain Management.	2002	Thomson Asia
3National	vanWeele AJ	Purchasing and Supply Chain Management Analysis ,Planning and Practice	2000	Vikas Publ. House
4International	Fawcett, S., Ellram, L. and Ogden, J.	Supply Chain Management From Vision to Implementation	2007	Pearson Prentice Hall, Upper Saddle River, NJ, USA.
5International	Fischer, C. and Hartmann, M.	Agri-food Chain Relationships	2010	CAB International, UK

Online Resources

Online ResourcesNo.	Website address
1	https://www.academia.edu/40734182/Principles_of_Agribusiness_Management
2	https://en.wikipedia.org/wiki/Agribusiness
3	https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf
4	http://eagri.org/eagri50/AECO341/index.html

MOOCs:

Resources No.	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr. Pratap Desai BVDU, IMRDA, Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme : MBA (HR) CBCS Revised Sayllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and To study the importance of retailing in the current business scenario. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Enable the students to gain knowledge on concepts, formats and managerial practices of retailing Enable the students to gain skills on analysis and decision making in retailing management Understand to the Product Categories, Types and Formats Understand to the Retail Strategy Understand to the Store Operation and Services 			
Unit	Contents		Sessions
1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.		10
2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,		10
3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.		10
4	4 Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.		10
5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing,		10
6	Case Studies in Retail Management		10

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
Common (as mentioned in the syllabus)	Common	Common	As per individual faculty discretion	Common	As per individual faculty discretion
10	Unit 1 - Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.	CO1		Understand	
10	Unit 2 - Developing and applying Retail Strategy, Strategic Retail Planning	CO3		Apply	

	Process, and Retail Organization.				
10	Unit 3- The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.	CO2		Analyze	
10	Unit 4- Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.	CO4		Evaluate	
10	Unit 5- Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing,	CO5		Create	
10	Unit 6 - Case Studies in Retail Management	CO5		Create	

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Swapana Pradhan-	Retailing Management		
2 – National	Dravid Gilbert	- Retail Marketing		
3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing		
4 International	A. J. Lamba	The Art of Retailing		
5 International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach		

Online Resources:

Online Resources No	Web site address
1	https://www.businessmanagementideas.com/india/retailing/retailing-in-india-definition-nature-types-importance-examples-and-opportunities/18318
2	https://www.mbaknol.com/retail-management/retail-organization-and-classification-of-retail-units/
3	http://164.100.47.193/Refinput/New_Reference_Notes/English/FDI_Sector.pdf

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: **Prof. Kirti R. Kadam**, Institute of Management Kolhapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBACBCS Revised Syllabusw.e.f.-Year2022 2023			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks
Full Credit	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. 			
Course Outcomes:			
<ul style="list-style-type: none"> Understand the retail sector and the range of retail occupations. Describe the characteristics of the local retail environment Identify different retail occupations and the related skills, attributes and behaviors. State factors that influence customer expectations. Explain how a Point of Sale is used in retail. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non-store retailing.	10	CO1 CO2	Lecture with Ppts Quiz	Understand	Class test End Term Internals :Short Answers
2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.	5	CO 1	Lecture with Ppts Case Study	Understand Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Franchising: Introduction, meaning, Advantages & disadvantages of	7	CO 3	Lecture with PPTs Case Study	Understand	Case Study with Presentatio

	becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.					ns End Term Exams: Case based Questions/ Applied Questions
4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet	7	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout	8	CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.	8	CO5	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1National	David Gilbert	Retail Marketing Management		Pearson Education
2International	Andrew J. Newman & Peter Cullen	Retailing Environment & operations		Change learning
3National	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education
4International	Agarwal, Bansal, Yadav & Kumar	Retail Management, Pragati Prakashan		W.K. Road, Merut.

5International	Barbara E.Kahn	The Shopping Revolution		Wharton School Press
6International	John Stanley	Just About Everything a Retail Manager Needs to Know		Error! Hyperlink reference not valid.Gray & Nash
7-National	Swapna Pradhan	Retailing Management	2011	Tata McGraw-Hill Education

Online Resources

Online Resources No.	Website address
1	https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/
2	https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/
3	https://www.primaseller.com/knowledge-base/retail-store-management/

MOOCs:

Resources No.	Website address
1	https://www.shortcoursesportal.com/disciplines/244/retail-management.html
2	https://onlinecourses.swayam2.ac.in/cec19_mg40/preview

Mapped by: Prof.C.R.Suryawanshi, AKIMSS, Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme:MBA (G) CBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	CourseTitle	
III	PR01	Project risk Management	
Type	Credits	Evaluation	Marks
FullCredit	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools To understand how to Utilize Technique to Design your Risk Response Strategies To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff 			
CourseOutcomes:			
<ul style="list-style-type: none"> Develop skills to help you enhance your skills on project risk management. Help in identifying and measuring risks in project development and implementation, Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations. 			

Lesson Plan

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Risk Management Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Risk Management Planning Risk Management Planning Process, Inputs to Risk	8	CO 1	Lecture with Ppts Case Study Psychometric Tools	Understand , (Analyze) & Apply	Case Study , End Term: Applied Questions

	Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan					
3	Identify Risks Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in Software Project	8	CO 2	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	Risk Analysis Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis	8	CO2	Lectures with PPTs	Analyze	Case study Analysis End Term

				Group Activity Video Cases		Exam: Short case and situation based questions
5	Planning Risk Responses Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning	8	CO3	Lecture Case Activity	Create	Case Presentatio n Activity End Term: Theory Applied
6	Monitoring and Controlling Risks Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues	5	CO3	Lectures with PPTs Flip Classroom	Analyze & Apply, Create	Activity End Term: Theory Applied

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 International	Tom Kendrick	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2 International	Michel Crouhy	The Essentials of Risk Management	2nd Edition	2015 McGraw-Hill Education; 2nd edition, USA
3 – National	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Lt
4 – National	P Gopalakrishnan & V E Ramamoorthy	Textbook of Project Management	1st Edition 2017	Laxmi Publications
5 – National	IIBF	Risk Management	2nd edition	Macmillan Publishers India Pvt. Ltd.;

Online Resources

Online Resources No.	Websiteaddress
1	https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb
2	https://www.edureka.co/blog/project-risk-management/
3	https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html
4	https://projectriskcoach.com/identify-project-risks/
5	https://www.greycampus.com/opencampus/project-management-professional/risk-categories

MOOCs:

ResourcesNo.	Websiteaddress
1	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview
2	https://onlinecourses.swayam2.ac.in/nou21_ag10/preview
3	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview

Mapped by: **Dr Rajita Yogesh Dixit** CDOE

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Elective - Project Management Programme: MBA (G) CBCS – Revised Syllabus– w.e.f. - Year 2022–23						
Semester		Course Code		Course Title		
III		PR02		Software Project Management Tools		
Type		Credits		Evaluation		Marks
Core Elective		3		CES		UE:IE =50:50
Course Objectives:						
<ul style="list-style-type: none"> To understand best in class templates To schedule tasks effectively. To collaborate with project partners with ease. To understand how to get updates and stay current 						
Learning Outcomes:						
<ul style="list-style-type: none"> Understand the Microsoft Project 2010 Interface Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review 						
Unit:	Contents	Sessions	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010	8	CO1	Lecture with PPT, Quiz	Understand	Quiz End Term Internals: Short Answers
2	Resolving Resource Workload Over Allocation Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling	11	CO1	Lecture with PPT, Quiz, Case Study	Understand and Analyze	Case Study , End Term, Internals
3	Optimizing for Scope, Time, Cost and Resource Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources	5	CO2	Lecture with PPT, Quiz, Examples, Case Study	Understand and Analyze	Case Study with Group Project, End Term Exams: Case based Questions
4	Managing Multiple Projects Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task	4	CO3	Lecture with PPT, Quiz, Examples, Case Study	Apply (Analyze)	Case Study with Group Project, End Term Exams: Case based Questions

	Dependencies, Sharing Resources amongst Projects					
5	Customizing and Sharing Objects Customizing Project Objects, Sharing Objects between Projects, Using Project Templates	10	CO1, CO2	Lecture with PPT, Quiz, Examples, Case Study	Understand and Apply	Group Activity, End Term Exam: Short case and situation based questions
6	Analyzing Projects Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project	7	CO3	Lecture with PPT, Quiz, Examples, Case Study	Apply (Analyze)	Group Activity, End Term Exam: Short case and situation based questions
7	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010	8	CO4	Lecture with PPT, Quiz, Examples, Case Study	Understand, apply and Analyze	Case Study with Group Project, End Term Exams questions

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Bonnie Biafore	Microsoft Project 2010: The Missing Manual	1 st Edition	O'Reilly Media, Inc.
2 – International	Nancy C. Muir	Project 2010 For Dummies	May 2010	For Dummies
3 – International	Robert Happy	Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond	1 st Edition	Sybex

Online Resources:

Online Resources No.	Web site address
1	http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf
2	http://www.asciutto.com/project2010/Project2010_eBook.pdf
3	https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf

MOOCs:

Resources No.	Web site address
1	https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/
2	https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718
3	https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba

Mapped by: Ms. Deepti Deshmukh IMED, Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme:MBA CBCS–RevisedSyllabusw.e.f.-Year2022–2023			
Semester	CourseCode	CourseTitle	
III	BA01	Introduction to Business Analytics and Data Mining	
Type	Credits	Evaluation	Marks
Core Elective	3	CE	UE:CA = 50 : 50
CourseObjectives:			
<ul style="list-style-type: none"> To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To become familiar with the processes needed to develop, report, and analyze business 			
CourseOutcomes:			
CO1 - Understand role of technology in decision making process in a business CO2 - Understand different cases in business where critical decision making is to be done CO3 - List different visualization techniques CO4 - Demonstrate selection of proper visualizations for different cases CO5 - Analyze different decision making case studies with reference to analytical techniques			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Business Analytics (BA): Applications of Business Analytics in various fields, OLAP, Geographical Information system, Real time Business Intelligence Automated Decision support and Competitive Intelligence	07	CO 1, CO 2, CO 5	Lecture with Ppts Quiz	Understand, Analyze	Quiz End Term Internals: Short Answers
2	Visualization and Data Issues: Introduction to Data Visualization, Organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification	08	CO 3, CO 4	Lecture with Ppts Case Study	Remember, Apply	Case Study , End Term: Application oriented Questions
3	Introduction to Data	07	CO 1, CO 2	Lecture with	Understand	Short

	Mining: Introduction, Data mining process, data mining tools XL MINER.			PPTs		questions,
4	Applications of Business Analytics : Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis	08	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
5	Analytics I : Loyalty Analytics Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics, Customer Segmentation, Cross- Sell or Up sell Models	08	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions
6	Analytics II : Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics	07	CO 2, CO 5	Lectures with PPTs	Understand, Analyze	End Term Exam: Short case and situation based questions

Reference Books

Sr.No.	NameoftheAuthor	TitleoftheBook	Year Edition	Publisher Company
1	PurbaHaladyRao	Business Analytics – an application focus	2013	PHI Learning
2	Tanushree Banerjee ArindamBannerjea	Business Analytics – Text and Cases	2019	SAGE Publications
3	BhimasankaramPochiraju, Sridhar Seshadri	Essentials of Business Analytics	2018	Springer
4	Gert H.N. Laursen, JesperThorland	Business Analytics for Managers	2010	Wiley and SAS
5	Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey	Business Analytics- Principles, Concepts and Applications	2014	Pearson
6	Jay Liebowitz	Business Analytics: An Introduction	2013	CRC Press, Taylor and Francis

Online Resources

OnlineResourcesNo.	Websiteaddress
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1	https://www.managementstudyguide.com/business-analytics.htm
2	https://www.academia.edu/35314419/Bernard_Marr_Key_Business_Analytics_
3	https://www.researchgate.net/publication/320685945_Understanding_the_Role_of_Business

MOOCs:

ResourcesNo.	Websiteaddress
1	www.swayam.com
2	https://www.coursera.org/specializations/business-analytics
3	https://www.edx.org/course/people-management-3
4	https://www.edx.org/course/data-models-and-decisions-in-business-analytics

Mapped by: Name Dr. D.V.Sahasrabudhe Designation: Assistant Professor
 Institute: Institute of Management and Rural Development Administration, Sangli

Programme: MBA CBCS – Revised Syllabus – w.e.f. - Year 2022– 23

Semester	Course Code	Course Title	
III	BA 02	Business Statistics and Analytics	
Type	Credits	Evaluation	Marks
Core Elective	3	IE:UE	50 : 50

Course Objectives :

1. To understand the different basic concept / fundamentals of business statistics.
2. To understand the importance of Statistical Analysis Tools which includes Time Series Analysis, Index Number, Skewness and Kurtosis and their implication on Business performance
3. To understand the techniques of Statistical inferences and its usage in various business applications.
4. To understand the multiple and partial correlation and regression concepts and its use in inferential statistics

Course Outcomes:

After completing the course the students shall be able to

1. To develop numerical ability to solve examples on various topics.
2. To have clear understanding of various statistical tools and their applications in Business.
3. To analyze the importance of Statistical Techniques in different functional areas of Management.
4. To apply the statistical techniques to small data sets for analysis and interpretation

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1 Time Series Analysis	Time Series Analysis: Concept, Additive and Multiplicative Models, Components of Time Series, Trend Analysis: Least Square Method - Linear and Non- Linear Equations, Applications in Business, Moving Average Method	8	CO 1	Lecture with PPT, White board	Understand	Quiz, Assignment Questions
2 Skewness, and Kurtosis	Introduction, Difference between Dispersion and Skewness, Tests of skewness, Measures of Skewness: Absolute measures of Skewness, Relative Measures of Skewness, Karl Pearson's Coefficient of Skewness, Bowley's coefficient of Skewness	8	CO 3	Lecture with PPT, White board, Quiz,	Apply	Case Study, Assignment Questions
3 Index Numbers	Introduction, Uses of Index Numbers, Classification of Index Numbers, Problems in the construction of Index Numbers, Methods of constructing Index Numbers, Unweighted Index Numbers, Weighted Index Numbers, Quantity or Volume Index Numbers, Value Index Numbers	8	CO 2	Lecture with PPT, White board, Case Study	Analyze	Case Study, Assignment Questions, Applied Questions
4 Statistical Inferences	Properties of a good estimator, Tests of Significance of attributes, Tests of significance of Large Samples, Difference between large and	7	CO 3	Lecture with PPT, White board,	Analysis & Evaluation	Case Study, Assignment Questions, Applied

	small samples, Two tailed test for difference between the means of two samples, standard error of the difference between two standard deviations, Tests of significance of small samples, The assumption of Normality, t-distribution, properties of t-distribution, working examples					d Questions, Quiz
5 Partial and Multiple Correlation:	Introduction, Partial Correlation Coefficient, zero order, first order and second order coefficients, Partial correlation coefficient in case of four variables Second order partial correlation coefficients, The significance of a partial coefficient,	7	CO 4	Lecture with PPT,	Create	Case presentations, Assignment Questions, Applied Questions,
6. Multiple Regression Analysis:	Normal equations for the least square regression plane, Assumptions of Linear Multiple Regression Analysis, Other equations of Multiple Linear Regression	7	CO 4	Lecture with PPT, LAB practicals	Analysis & Evaluation	LAB Projects, Live Projects

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	S.P.Gupta	Business Statistics	2016	Himalaya Publishing House
2	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons

Online Resources:

Online Resources No	Web site address

1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Mapped by: Dr.Vishal Deshmukh, Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G)CBCS Revised Syllabus w.e.f.-Year 2022 2023			
Semester	Course Code	Course Title	
III	EM-01	Event Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To help the students, understand events market. To enable them to acquaint with event marketing process; and To equip them with the necessary event marketing skills. 			
Course Outcomes:			
<ul style="list-style-type: none"> To enable the students to acquire a general knowledge about the "event management" To become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events. 			

Lesson Plan

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Event Marketing: Nature, need and importance - Marketing for events -Special features of event marketing - Event marketing mix: Product, Price, Promotion, Distribution, Partnership, Physical Evidence, Packaging, Programming - Market Research.	8	CO 1	Lecture with Ppts	Remember	Quiz End Term Internals: Short Answers
2	Understanding the Event Market: Concept of market in events - Segmentation and targeting of the market for events - Positioning in events and the concept of Event Property -Repositioning of events.	8	CO 1	Lecture with Ppts	Understand	Case Study , Newspaper Article Unit Test
3	Event Promotion: Trends and challenges - Marketing Communication: Image, Branding, Advertisement, Publicity, Public Relations - The Five _W's of event	8	CO 1 & CO 2	Lecture with PPTs Case Study	Apply	End Term Exams: Case based Questions

	marketing -Marketing equipment's and tools					
4	Concept of Pricing in Events: Setting pricing objectives in tune with marketing and business strategies - Feedback from the market - Skills required for negotiating the best price -Assessment of internal systems and overheads - Understanding of the discounting techniques - Checklist for pricing of events	8	CO 2	Lectures with PPTs Case Study	Analyze	Group Activity End Term Exam: Short case and situation based questions
5	Marketing skills for Event Management: Creativity & Innovation - Self Motivation - Emergency Preparedness - Team Building, Networking, Leadership and Coordination.	8	CO 2	Lectures with PPTs Case Study	Create	Case Presentation Activity End Term: situation based questions
6	Case Studies and Presentation	5	CO 2	Case Study Discussion	Evaluate	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Leonard H. Hoyle	Event Marketing: How to Successfully Promote Events		Festivals.
02	John Wiley and Sons	Conventions and Expositions	2002	New York
03	Gaur,	Event Marketing and Management	2003	Vikas Publishing House
04	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources

Online Resources No.	Website address
1	https://www.cvent.com/en/blog/events/event-marketing-guide
2	https://www.studocu.com/en-gb/document/aston-university/events-marketing/eventsmarketing-notes/7679123
3	http://managementstudyguide.com/lms/course/view.php?id=291

MOOCs:

Resources No.	Website address
1	https://swayam.gov.in/

Mapped by: Dr.Jagdish Patil, BVDU-IMRDA,Sangali	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective –Event Management Programme: MBA (G) CBCS – Revised Syllabus w.e.f. - Year 2022 –23					
Semester		Course Code		Course Title	
III		EM-02		Event Risk Management	
Type	Credits	Evaluation		Marks	
Core Elective	3	UE:IE		50:50	
Course Objectives :					
<ul style="list-style-type: none"> To aware need of risk management in event operations; To know the fundamental issues and application of risk management in event; and □ To understand the risk management models 					
Learning Outcomes :					
The purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.					

Unit	Contents	Sessions	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Risk Management for Events: concept and scope of risk management in events –Nature of risk in different events - Role of risk management for meetings and events - Integration of risk management and event management - Risk and opportunity.	8	CO1	Lectures	Understand	Short and Essay Type Questions, Term Exams
2	Risks in events: Emergencies and emergency preparedness - Critical issues for event safety - Outdoor events: Stage safety - Pyrotechnics, parades, and demonstrations.	8	CO1	Lectures, Practical Exposure to Events	Analysis	Short and Essay Type Questions, Practical Oriented Assessment, Term Exams
3	Risk identification: Describe challenges in the risk identification process – Select suitable risk identification mechanisms - Identify event and associated risks - Risk analysis and methods of analysis - Alcoholism and drugs, crowd control, fire safety and emergency medical services, food and water safety, outdoor events.	8	CO3	Lecture , Group Discussion	Remember	Short and Essay Type Questions, Practical Oriented Assessment, Presentations, Term Exams
4	Risk Mitigation– Process, tools, techniques– Risk mitigation - Practices, procedures, and safeguards associated with the identification -	8	CO2	Lectures	Create	Short and Essay Type Questions, Practical Oriented Assessment,

	Analysis, response planning, and control of the risks surrounding events of all types - Administrative Safeguards – Early warning system.					Term Exams
5	Health and safety codes - Public health issues - Occupational health and safety – Legal issues, contracts, Duty care - Future of Event Risk Management Relevant case studies.	8	CO2	Lectures	Apply	Short and Essay Type Questions, Practical Oriented Assessment, Term Exams
6	Case Studies and Presentation	5	CO1, CO2, CO3	Case Study, Group Discussion	Apply	Practical Oriented Assessment, Term Exams

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Julia Rutherford Silvers	Risk Management for Meetings and Events	2007.	Butterworth Heinemann,
2	Peter E. Tarlow,	Event Risk Management and Safety	2002	Wiley
3	Gaur,	Event Marketing and Management	2003	Vikas Publishing House
4	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources:

No	Web site address
1	https://library.olivet.edu/subject-guides/communication/comm325/docs/risk-management-event-planning.pdf
2	https://study.com/academy/lesson/risk-management-in-event-conference-planning.html
3	https://www.slideshare.net/LinaKamarudin/event-risk-management

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/

Mapped by: Dr. V. Phalke, IMED, Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBACBCS RevisedSyllabusw.e.f.-Year2022 2023			
Semester	CourseCode	Course Title	
III	HM-01	Food Service operation	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
To understand Food service operation To understand the role and responsibility of Food service management To understand and manage meal experience To expose the concept of eating out To study methods of purchasing food			
Course Outcomes:			
CO1 understand Food service operation CO2 Focus role and responsibility of Food service management CO3 Learn to manage meal experience CO4 Familiarize with concept of eating out CO5 Recognize the methods of purchasing food			

unit	Contents	Sessio ns (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to food service operation Origin of food service industry Commercial and noncommercial Food service operation Subsidized and welfare catering establishments	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals:S hort Answers
2	Food and Beverage management , Responsibilities of food and Beverage management, Job description of food and Beverage manager, Constraints on food and beverage management – External- Government/ political, economic, social, technical and Internal – food and beverage, staff, control	5	CO2, CO 6	Lecture with Ppts Case Study Psychometric Tools	Understand	Case Study , Newspaper Article End Term: Applied Questions
3	Managing meal ExperienceFactors/ Reasons for using food services- such as Social, business,	5	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentatio ns

	convenience and time. Atmosphere of food service establishment, price and Menu.					End Term Exams: Case based Questions/ Applied Questions
4	Understanding eating out – Introduction , food and drink , variety in menu choice, level of service, price and value for menu , interior design, Atmosphere and mood , location and accessibility , food service employees.	5	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Food service establishments- Fine dining, Bars, night clubs and pubs, Fast food establishments – Financial policy, Marketing policy, product and service style, staffing and technology	5	CO5	Lecture Case Activity	analyze	Case Presentation Activity End Term: Theory Applied
6	Food Menu- Introduction, type of menu, Table d' hote, A la carte, Banqueting menu, cyclic menu .	5	CO3	Lectures with PPTs Flip Classroom	apply	Activity End Term: Theory Applied

Reference Books

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Bernard Davis, Andrew lockwood, Ioannis Pantelieds , Peter Alcot	Food and Beverage Management	Fourth edition	ButterworthHeinemann
2	John Cousins , Dennis Lillicrap, Suzanne Weekes	Food and beverage Service	Ninth Edition	Hodder Education

Online Resources

Online Resources No.	Website address
1	1 https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definition-history.html
2	1 https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beveragemanager 2 https://study.com/academy/lesson/food-service-industry-definition-history.html

Resources No.	Website address
1	https://swayam.gov.in/

apped by: Ajay Budke, BVIHMCT	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

**Programme: MBA CBCS Revised Syllabus w.e.f.-Year2023
2024**

Semester	Course Code	Course Title	
V	HM 02	Tour Operations Management	
Type of Course	Credits	Evaluation	Marks
DSE	03	UE (60) + IE (40)	100

Course Objectives:

- To understand basic Tour Operation Management.
- To study various areas such as the basics of tourism, tourism destination, entire basics of tourism, geography,
- To have understanding of Basic tourism marketing, communication and other areas under tourism.
- To impart knowledge about various operational aspects of handling tourism operation

Course Outcomes:

At the successful completion of the course the learner will be able to

- Able to understand basic evolution and development of tourism industry.
- Assess managerial practices required for handling tourism services and operations.
- To develop skills to handle travel agency, tour operators and its functions.
- Able to explain basic tourism policy and planning and to understand impacts on tourism

Lesson Plan

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Tourism Industry : Understanding Tourism, Historical Evolution and Development , Tourism System, Constituents of Tourism Industry and Tourism Organizations, Tourism Regulations, Biodiversity, Seasonality and Destinations, Maps and Chart Work ,Cultural Heritage - Living Culture and Performing Arts, Use of History	15	CO 1	Lecture with PPTs, Videos Group Activity	Understand	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question

2	Basics Tourism Service and Operations with Marketing and Communication : Tourism Services and Operation - Modes of Transport, Tourist Accommodation, Informal Services in Tourism, Subsidiary Services, Travel Agency, Tour Operations, Guides and Escorts, Tourism Marketing, Role of Media, Communication Skills	15	CO 2 CO3	Lecture with PPTs, Videos Group Activity Case Study	Understand Apply (Analyse)	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question
3	Tour Operation Planning , Policy and its impact : Tourism Planning and Policy - Infrastructural Development, Local Bodies, Officials and Tourism, Development, Dependency and Manila Declaration Economic Impact, Social, Environmental and Political Impacts, Threats and Obstacles to Tourism	15	CO 4	Lecture with PPTs, Videos Group Activity Case Study	Understand	Quiz, News Paper Article with Presentation, Activity Assignments End Term Internals: Applied Question

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year of Edition	Publisher
01	Sunetra Roday, Archana Biwal and Vandana Joshi	Tourism Operations and Management	25 th March 1990	Oxford Press
02	Sampad Kumar Swain	Tourism Principles and Practices	24 th November 2011	Oxford Press
03	Akhil Bali	Tourism and Travel Management		Notion Press
04	Arvind Kumar	Travel Agency Management & Operations	29 th August 2019	Walnut Publications
05	Saryu Doshi	Aspects of the Performing Arts of India	1993	Marg Publications

Online Resources:

Online Resource No.	Website address
1	https://onlinecourses.swayam.2.ac.in

MOOCs:

Resource No.	Website address
1	https://www.my-mooc.com

Mapped by: Dr. Shailesh Ghanekar, BVDU- Hotel Management ,Mumbai
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BOS Chairperson: Prof. Dr. R.U. Kanthe
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Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS Revised Syllabus w.e.f. - Year 2022 23			
Semester	CourseCode	Course Title	
III	SM-01	Sports Marketing	
Type	Credits	Evaluation	Marks
Core Elective	03	UE : IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> The evolution of sports marketing into a global business Identifying, and assessing the role of sports in marketing and professional sports Identifying the changing role of the consumer Developing an awareness of the role of sponsorship Taking strategic and the operational decisions. Understanding the importance of athletes as Brands Identifying the ethical challenges associated with the application of the marketing programs Understanding the basic contents and structure of a sports marketing plan 			
LearningOutcomes:			
<ul style="list-style-type: none"> Understand the sports marketing environment and trends influencing marketers. Evaluate sports sponsorship decisions Understand the process and structure in sporting events 			

Lesson Plan

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Introduction to Sport Marketing Marketing through sports and marketing of sport. Product decision in sport marketing. Integrated marketing communications for sport. The Four domains of Sport Marketing Basic principles of marketing Principles of Effective Sports Marketing in the 21st Century.	CO1	Lecture with Ppts Quiz	Understand	End Term Exam: Short case and situation based questions
8	Services Marketing Concepts Marketing Research Market Orientation Customer Relationship Management	CO2	Lecture with Ppts	Analyse	Case Presentation Activity End Term: Theory Applied

8	<p>Broadcasting and Endorsements Sport funding through Broadcasting and Endorsements Basics of sports broadcasting rights, sports Leagues and their broadcasting rights, benefits to the broadcaster. Endorsement, Sports and celebrity endorsement, Sportspersons and their recent endorsements. Endorsement strategy. Marketing and endorsement, Benefits of endorsements.</p>	CO3		Analyze	Activity End Term: Theory Applied
10	<p>Promotional and pricing method in Sports Social Networking Platforms. Mega -Special -Event Promotions Ticket Prices Concessions Dynamic Dynamic Ticket Pricing Licensing and Sponsorship Concept of sports Licensing Goals and objectives Sponsorship meaning and its types. Selecting the Sports Property New Media and Technology use in corporate sponsorships Ambush Marketing</p>	CO4		Evaluate	End Term Exam: Short case and situation based questions
8	<p>The Global Market for Sports Industry and Industry Trends Professional Sport Leagues and global branding E-sports Brand building Sports patent. Career in sports and marketing.</p>	CO5		Create	Case Presentation Activity End Term: Theory Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Bernard JMullin, Stephen Hardy, William	Sport Marketing,	2014	Human Kinetics
2	Phil Schaaf.	Sports Marketing- It's not just a game anymore	1995	Amherst, N.Y. : Prometheus Books,
3	Larry DeGaris	Sports Marketing: A Practical Approach	2015	Larry Degaris
4	David Shilbury; Hans Westerbeek	Strategic Sport Marketing	2009	

Online Resources:

No	Web site address
1	https://www.docsity.com/en/sport-marketing-and-its-major-trusts-and-marketing-myopia-kin-3801/6672936/
2	https://www.bartleby.com/essay/Sport-Marketing-F3YV2HK86VS

MOOCs:

ResourcesNo	Websiteaddress
	https://www.my-mooc.com

Mapped by: Prof. Rajat Sukladas, BVDU- Physical Education,Pune

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 23			
Semester	Course Code	Course Title	
III	SM-02	Basics of Sports Medicine & Nutrition	
Type	Credits	Evaluation	Marks
Core Elective	3	IE:UE	50:50
Course Objectives:			
<p>To impart knowledge of sport Nutrition.</p> <p>To enhance exercise and sports performance with due emphasis on Physiology and body composition.</p> <p>To impart knowledge of Nutritional requirements</p> <p>To impart knowledge of Weight Management.</p> <p>To impart knowledge of Holistic health and Ergogenic aid</p>			
Course Outcomes:			
<ol style="list-style-type: none"> 1. To understand the basic concepts of medicine & Nutrition. 2. To analyze and evaluate the drug abuse and doping in sports. 3. To understand and evaluate the requirements and sources of energy in sports. 4. To analyze the relation of nutrition and sport performance. 			

Unit No	Unit Details	Session (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Introduction Concept of Sports Medicine.</p> <p>Aim and objective of sports medicine.</p> <p>Need and scope of sports medicine. Role of sports physician, physical educator / sports coaches in sports medicine</p> <p>sports injuries introduction. Types of sports injuries. Reasons of sports injuries, prevention and management of sports injuries.</p>	5	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	<p>Drug Abuse In Sports Meaning and Definition of Doping. Classification of Doping, Doping Methods., Why Drugs are used by Individual?, Why Drugs are used by Sports Persons? The Prevention of Doping.</p>	5	CO 2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	<p>Elements Of Physical Nutrition</p> <p>Cell and human physiology, human nutrition, functional anatomy, metabolism, nutritional physiology and biochemistry, nutritional requirements carbohydrates, fats, minerals,</p>	5	CO 3	Lecture with PPTs Case Study	Understand Analyze	Case Study with Presentations End Term Exams: Case based Questions/ Applied Questions
4	<p>Energy Requirements</p> <p>Individual caloric requirement – basal energy requirement, energy</p>	5	CO3	Lectures with PPTs	Evaluate Analyze	Group Activity

	requirement during working hours nutritional medicines elements of health education, introduction to elements of medicines that help augmenting physical fitness and general strength and vigor,			Group Activity Video Cases		End Term Exam: Short case and situation based questions
5	Food The Sources Of Energy Carbohydrates, mono, saccharides, disaccharides, polysaccharides, fats, proteins, enzymes, digestion.	5	CO3	Lecture Case Activity	Analyze	Case Presentation Activity End Term: Theory Applied
6	Nutrition And Physical Performance An Analysis of the Correlation between Nutrition and Physical Fitness and Performance in Sports	5	CO4	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
01	Steven Ray, Irvin Richer,	Sports Medicine, Prentice Hall	1983	Prentice Hall,
02	Vinger and Roerner	Sports Injuries	1981.	PSG Publishing Co., Inc,
03	William J. G. P	Sports Medicine,		London Edwar Arnold Publishers
04	Armstrong and Tucker,	Injuries and Sports		London Scamples Press.

Online Resources:

No	Web site address
1	https://www.sportsmedtoday.com/what-is-a-sports-medicine-physician.htm
2	https://edurev.in/studytube/Revision-Notes--Doping--Physical-Education/6a3a682f-ada7-49a4-9684-738e13e28cd7_t
3	kairostech.io/the-role-of-diet-nutrition-in-sports-performance/

MOOCs:

Resources No	Website address
1	https://www.my-mooc.com

Mapped by: Dr. N. Jadhav, IMED, Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

MBA (G) SEMESTER IV
Revised Syllabus
With Effect From (2022–23)

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	401	Project Management	
Type	Credits	Evaluation	Marks
Core	3	UE : IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the concepts of project planning and organization, budgeting and control, and project life cycles. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment. To become familiar with Microsoft Project in performing simple project management tasks. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities. Identify resources required for a project and to produce a work plan and resources schedule. Evaluate project for quality concept. Use of project management tools for project management. 			

Sessi on Hour s	Topic	CO No	Teaching Methodology	Cognition	Evaluation Tools
10	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.	CO 1	Lecture with PPT, White board	Understand	Quiz, Assignment Questions
10	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management	CO 3	Lecture with PPT, White board, Quiz,	Apply	Case Study, Assignment Questions

10	Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts	CO 2	Lecture with PPT, White board, Case Study	Analyze	Case Study, Assignment Questions ,Applied Questions
10	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation.	CO 3	Lecture with PPT, White board,	Analysis & Evaluation	Case Study, Assignment Questions ,Applied Questions, Quiz
10	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document	CO 4	Lecture with PPT,	Create	Case presentations, Assignment Questions ,Applied Questions,
10	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management, Project Management techniques like Scrum/ Agile, Waterfall approach	CO 4	Lecture with PPT,LAB practicals	Analysis & Evaluation	LAB Projects, Live Prijects

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	John M Nicholas	Project Management For Business And Technology		Prentice Hall Of India Pvt Ltd
International	Clifford F Gray, Erik W Larson	-Project Management : The Managerial Process		Tata Mcgraw - Hill Publishing Co Ltd
International	Jack Meredith, Samuel J. Mantel Jr.	Project Management - A Managerial Approach		John Wileyand Sons

Online Resources:

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Project_Management_Institute
2	https://www.projectengineer.net/the-10-pmbok-knowledge-areas/
	https://en.wikipedia.org/wiki/Project_management
4	https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/
5	https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Mapped by: Dr.Vishal Deshmukh, Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	402	Environment and Disaster Management	
Type	Credits	Evaluation	Marks
Core	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment. Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard. Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the natural environment and its relationships with human activities. Characterize and examine human affects at the environment. Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global level. Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects 			

Unit	Topics	session	CO	Teaching Methodology	Cognitive level	Evaluation Tools
1	The Environment and Ecosystem: Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).	5	1,3	PPT	Understand Describe	Class Test
2	Environment as Science: Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the	5	1,3	PPT	Understand Describe	Case study

	environment, Environmental Degradation, Sustainable Development, Environmental Education.					
3	Biodiversity and its conservation: Definition, genetic, species and ecosystem diversity. Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. India as a mega-diversity nation Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.	5	1,2,4	PPT, Discussion	Understand Describe	Case study
4	Definition and types of disaster: Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, drought, landside, land subsidence, cyclones, volcanoes, tsunamis, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.	5	4 1,4	PPT, Discussion	Understand Describe, Apply	Class Test
5	Natural Disasters: Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami. Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion /Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA,HIV / AIDS, Life Style Diseases.	5	1,2,3, 4	PPT, Discussion	Understand Describe, Apply	Class Test Skill Builders
6	Disaster Management: Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief	5	1,2,3, 4	PPT, Discussion	Understand Describe,Apply	Quiz

	measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster					
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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. AlokSatsangi	Environment Management and Disaster Management	2014	Green Leaf Publication
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.

3 – National	Dr. Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A	Environmental Studies & Disaster Management	2019	Agrobios (India)
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication
5 – International	Majid Husain	Environment And Ecology: Biodiversity, Climate Change And Disaster Management	2016	Access Publishing
6 – International	Thomas H. Tietenberg ,Lynne Lewis	Environmental and Natural Resource Economics	2018	Routledge Publishing

Online Resources:

Online Resources No	Web site address
1	environment-and-ecology-by-anil-kumar-d60361115.html
2	http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf
3	http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0
4	https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction
5	https://www.omicsonline.org/environmental-journals.php

MOOCs:

Resources No	Web site address
1	https://www.edx.org/course/natural-disasters
2	https://swayam.gov.in/
3	https://www.coursera.org/
4	https://nptel.ac.in/

Mapped by: Prof. Swapnil Thorat, Assistant Professor BVDU-IMED PUNE	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Introduction to Data Science	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives :			
<ul style="list-style-type: none"> Understanding the Role of Data Science in business. Understanding the basic concept of data management and data mining techniques To understand the basic concept of machine learning To understand the application of business analysis Understanding the basic concept of Data Science Project Life Cycle. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Upon the successful completion of this course, the student will be able to: Understand the basics of business analysis and Data Science Knowledge (K2) Understand data management and handling and Data Science Project Life Cycle Understand the data mining concept and its techniques Applying (K4) Understand and Analyzing machine learning concept Analyzing (K5) Understand the application of business analysis in different domain Applying (K4) 			

Unit	Contents	Sessions (Hrs)	CO No.	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	6	CO1	Lecture with PPTs	Remember	Quiz, Short Answer Questions
2	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.	8	CO2	Lectures with PPTs, Flipped Classroom Method	Understand	Quiz, Short Answer Questions
3	Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.	6	CO5	Lectures with PPTs, Case Study	Apply	Case Study , Group Discussion, End Term Exam Essay Questions
4	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association	8	CO2	Lectures with PPTs	Understand	End Term Exam, Short Answer Questions, Essay Questions

5	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	6	CO3	Lectures with PPTs	Analyse	End Term Exams, Essay Questions
6	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	8	CO4	Lectures with PPTs, Case Study, Group Discussion	Apply	Case Study with Presentations, End Term Exams: Case based Questions/App lied Questions

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Editio	Publisher
1	Bhimasankaram Pochiraju, Sridhar Seshadri,	Essentials of Business Analytics: An Introduction to the methodology and its application,		Springer
2	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A Guide for Data Scientists	1st Edition	
3	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education
4	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

Online Resources:

Online Resources No	Web site address
1	https://bdigital.uvhm.edu.mx/wp-content/uploads/2020/05/Essentials-of-Business-Analytics.pdf
2	https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf
3	http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0

MOOC:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.Shweta Joglekar Assistant Professor BV DU-IMED PUNE

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	HR Analytics	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> To enable the learner towards critical thinking about data for HR decisions. Use of statistical software to manipulate and organize data. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Enable learners to use statistical methods for analyzing data Learners can do inferring the data for managerial decisions on HR 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Data Analysis & Data Analytics a. What is Data Analysis & Data Analytics? b. Understand what is analytics and the difference between analysis and analytics c. What is data & Types of data d. Data Transformation: data → information → Knowledge → Discovery e. Data storage to data discovery f. What is Data Science and various stages of Data Science Process g. Understanding Data Analytics & Data Science h. Data Modelling	5	CO1	PPT and Demonstration	Understand	CES (class test or assignment or end term)
2	Introduction to HR Management, HR Data and Metrics Overview on Human resource management functions a. Employee life cycle - hire to or exit or retire i. Workforce Planning ii. Talent Acquisition or recruitment iii. Performance measurement and management iv. Talent Management v. Learning and organization development vi. HR Operations vii. Compensation and Benefits b. Understanding HR Data and Classifications c. HR Metrics	6 5	CO2	PPT and Discussion	Understand	CES (class test or assignment or end term)
3	Introduction to HR Technology and Analytics a. Overview of HR Technology and Systems b. HRIS and other systems for HR Data creation c. What is HR Analytics? d. Functional and Technical Skills for HR Analytics e. Making a case for HR Analytics and winning sponsorship f. Importance of data availability and governance	5	CO1	PPT and case study	Analyze	Flip class or End Term internal
4	Application of HR Analytics a. Understanding the various forms of HR Analytics b. People Analytics, Workforce Analytics & HR Functional Analytics c.	8	CO2	PPT and case study	Analyze	End Term internal

	<p>HR Functional Analytics i. Workforce Planning Analytics ii. Recruitment & Selection Analytics iii. On-boarding Analytics iv. Training & Development Analytics v. Compensation Analytics vi. Employee Engagement Analytics vii. Performance Management Analytics viii. Employee Attrition Analytics ix. Various other HR Analytics Problems and their solutions for various industry domains.</p>					
5	<p>Application of Statistics in HR Analytics 5.1 Understanding statistical analysis on HR Data</p> <p>a. Descriptive Statistics b. Inferential Statistics</p> <p>5.2 Applications of statistical techniques on HR Data</p> <p>c. Mean median & mode d. Correlation - HR Case study of correlation e. Linear regression - HR Case study of Linear regression f. Logistic regression - HR Case study of Logistic regression g. Understand how to pick a problem that is relevant, measuring outcome, checking data for Errors, Creating new variable from existing data h. Using trend lines and charts i. Data Preparation (cleaning) j. Data Analysis using statistical techniques k. Data Modeling l. Analytics reporting using Dashboard m. Use of slicers to filter data n. Creating Pivot Tables and Analysis o. Hypothesis Testing</p>	i				End Term internal
6	<p>Understanding Data Visualization in HR Analytics (using Advanced Excel, Power BI & Tableau) 6.1 Use of Advanced Excel Functionality in HR Analytics Reporting 6.2 Use of Microsoft Power BI for data visualization for HR Analytics Reporting a. "Utilize</p>	6	CO2	PPT and Practical with hands on experience	Create	CES (Flip class or end term)

Reference Books

(Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Kuldeep Singh and Ramesh Soundararajan	Winning on HR Analytics: Leveraging Data for Competitive Advantage	2016	SAGE Publishing
2	Kirsten Edwards and Martin Edwards	Predictive HR Analytics: Mastering the HR Metric	2019	Kogan Page
3	Tracey Smith	HR Analytics: The What, Why and How	2013	CreatespaceIndependent Pub
4	Rachael Johnson Murray, Lindsay McFarlane, Valerie Streets	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions	2018	Society For Human Resource Management

Online Resources:

Online Resources No	Web site address
1	https://www.cipd.ie/Images/Marianne-Lee-HR-Analytics-February-2017_tcm21-23091.pdf https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf https://www.cipd.co.uk/Images/people-analytics-report_tcm18-43755.pdf
2	https://www.ijbmi.org/papers/Vol(6)7/Version-4/D0607042334.pdf
3	https://hrotodayforum.com/emea/wp-content/uploads/2013/11/EB-Analytics.pdf
4	https://www.publicatie-online.nl/files/8515/3675/1058/15810_vanderlaken_FLP.pdf

MOOC:

Resources No	Web site address
1	https://www.coursera.org/learn/wharton-people-analytics
2	https://www.coursera.org/learn/analytics-data-decisions
3	https://www.udemy.com/course/peopleanalytics101/
4	https://www.udemy.com/course/hr-analytics-using-excel/

Mapped by: Dr. Ashima Bhatnagar, Institute of Management & Research, New Delhi	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Labour Laws	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> To adopt good techniques to have healthy industrial relations This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them To give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available To adopt good techniques to have healthy industrial relations 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understanding various importances of industrial relations in effective business management. Understanding the legislation related to industrial relations. Understand various statutory provisions related with industrial relations and labour welfare. Analyze issues and challenges of applying provisions as per legislations in the industry Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	INDUSTRIAL RELATIONS – An Overview Definition, Objectives, Scope in the context of changing Socio-economic, political and legal changes, Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stakeholders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO	5	CO1, CO2	Lecture with Ppts	Understand	Quiz End Term Internals Short Answers
2	THE INDUSTRIAL DISPUTES ACT, 1947. The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. The	5	CO 1, CO 2, CO3, CO4	Lecture with Ppts Case Study	Understand, Apply (Analyse)	Case Study, Newspaper Article End Term: Applied Questions

	<p>authorities and their provisions, power and duties, references of disputes to boards, courts or tribunals, conciliation, arbitration proceedings , unfair labour practices ,provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry</p>					
3	<p>TRADE UNION ACT, 1926 Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act. Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Applicability, Registration, Recognition of Trade union</p>	5	<p>CO 1, CO 2, CO 3</p>	<p>Lecture with PPTs Case Study</p>	<p>Remember, Apply</p>	<p>Case Study with Presentations End Term Exams: Case based Questions/Applied Questions</p>
4	<p>COLLECTIVE BARGAINING Collective Bargaining Meaning, process and theories of common, Perlman, Hoxie, Tannenbaum Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective</p>	5	<p>CO1, CO2, CO3</p>	<p>Lectures with PPTs Group Activity Video Cases</p>	<p>Remember, Understand, Apply</p>	<p>Group Activity End Term Exam: Short case and situation based questions</p>

	Bargaining in India					
5	Labour Welfare: Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer, The Role Of International Labour Organisation	5	CO1, CO2, CO3, CO4, CO5	Lecture Case Activity	Understand, Apply	Case Presentation Activity Exams: Case based Questions/Applied Questions
6	THE CONTRACT LABOUR ACT Standing Orders and Grievance Procedure Object and Evolution of Standing Orders, Grievances and Procedure, Indiscipline/Misconduct, Disciplinary Action, procedure for Punishment. The Industrial Employment (Standing Orders) Act 1946. Strikes and lockout Forms of Strikes, Wage for the period of strike, strike and Punishment, Layoff retrenchment and closure, Strike and Punishment, Strike and execution of good conduct	5	CO1, CO2, CO3, CO4, CO5	Lectures with PPTs Flip Classroom	Understand, Apply	Activity End Term: Exams: Case based Questions/Applied Questions

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
2 – National	Punekar ,Deokar ,Sankaran	Labour Welfare ,Trade Unionism and Industrial Relations
3 – National	R.S.Dwivedi	. Managing Human Resources Industrial Relations in India
4 – International	Mamoria	Dynamics of Industrial Relations
5 – International	Dr.Avtar Singh	Introduction to Labour and Industrial Law

Online Resources:

Online Resources No	Web site address
1	https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm
2	https://guides.loc.gov/employment-and-labor-law/online-resources
3	https://guides.library.utoronto.ca/c.php?g=251198&p=1673409
4	https://labour.gov.in/

5	https://ec.europa.eu/social/main.jsp?catId=157
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MOOC:

Resources No	Web site address
1	www.coursera.org
2	www.cefims.as.uk
2	https://alison.com/
2	swayam.gov.in

Mapped by: Dr.Ganraj Mane -Assistant Professor BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Cyber Security	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Course Objectives:			
<p>To study the types of threats.</p> <p>To explain various terminologies used in cyber attack.</p> <p>To understand difference malware, virus, hacking and cracking activities.</p>			
Learning Outcomes :			
<p>To understand different encryption technique</p> <p>To understand Cryptography importance in computer forensics and cyber security</p> <p>To identify and avoid Cyber Crime.</p> <p>To study the defensive techniques against these attacks</p>			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Cyber Security – What is Cyber security and Cyber Crimes, Cyber Security Techniques, IT Act, Computer Ethics and Security Policies, Guidelines to choose web browsers, Guidelines for setting up a Secure password, Online Banking Security, Mobile Banking Security, Web Application Security, Digital Infrastructure Security	5	CO1	Lecture with Ppts	Understand	Quiz Short Answers
2	Information Security- Threat to business continuity due to accidents related to information systems, Cyber space, Information assets, Vulnerabilities, Information security measures, Threats Unauthorized intrusion, Unauthorized access, Eaves dropping, Spoofing, Alteration, Cracking.	6	CO1	Lecture with Ppts	Understand	Quiz Short Answers
3	Cyber-attack Information leakage, DoS attack, Rumor, Flaming, SPAM e-	4	CO3	Lecture with PPTs Case Study	Analyse	Case Study Quiz Short Answers

	mail Computer virus, Macro virus, Worm, Bot (botnet, remote operated virus), Trojan horse, Spyware, Ransomware, Keylogger, Rootkit, Backdoor, Fake anti-virus software					
4	Cryptography- Encryption, Decryption (decryption key), Encoding/Decoding, Symmetric cryptography (common key), Public key cryptography (public key, private key)),	5	CO2	Lectures with PPTs	Understand	Quiz Short Answers
5	Encryption Technique -AES (Advanced Encryption Standard), S/MIME (Secure MIME), PGP (Pretty Good Privacy), Hybrid encryption, Hash function (SHA-256, etc.), Disk encryption, File encryption, Digital signature (signature key, verification key), Timestamp (time authentication), Message authentication / MAC (Message Authentication Code)	6	CO2	Lecture with PPT	Understand	Quiz Short Answers
6	Social Engineering: What is Social Engineering and how it works, Types of Social Engineering, How Cyber Criminal Works, How to prevent for being a victim of Cyber Crime	4	CO4	Lecture with PPTs Case Study	Apply	Quiz Short Answers Presentation

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
International	<u>Mark Stamp</u>	Information Security By		
International	Mark Stamp	Information Security: Principles and Practice		

International	Jason Andress	Foundations of Information Security: A Straightforward Introduction		
National	<u>Nina Godbole,</u> Sunit Belapure	Cyber Security		
National	Bhushan Mayank	Fundamentals of Cyber Security		BPB Publications

Online Resources:

Online Resources No	Web site address
1	https://www.coursera.org
2	https://www.simplilearn.com/cyber-security
3	https://mrcet.com/pdf/Lab%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCs: NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Mapped by: Dr.Suvarna Patil Assistant Professor -BVDU-IMRAD, Sangali	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	404 Open	Financial Planning and Instruments	
Type	Credits	Evaluation	Marks
Open	2	IE	100
Course Objectives:			
<ul style="list-style-type: none"> To explain the basic concept and process of Financial Planning To acquaint the students with basic concepts of investment, concept of risk and return related to investment. To enlighten the concept of various Financial Products. To explain the concept and applications of fundamental analysis and technical analysis. To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations. To explain the calculation of the risk and return for securities and for portfolios. 			
Learning Outcomes:			
<ul style="list-style-type: none"> Understand the importance and process of Financial Planning Understand the risk and return relationship and various Financial Products available in India. Comprehend the concept of Mutual Funds, Insurance and derivatives and its importance. Understand how to use fundamental analysis and technical analysis. Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations. Evaluate the effect of risk on investment decisions. Students will be able to calculate the risk and return for securities and for portfolios. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Financial Planning -Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning , Types of Financial Planning	4	CO 1	Lecture with Ppts Quiz	Understand	Quiz Mid Term Internals: Short Answers
2	Introduction to Investment -Meaning and objectives of Investment, Process of Investment, Concepts of risk and return with reference to Investment ,Time Value of Money, Behavioural Finance.	6	CO 2	Lecture with Ppts Case Study,	Understand and Apply	Case Study, Mid Term: Presentations
3	Financial Products/Investment Avenues -Concept, Features and Limitations of Equity Shares, Bonds, real estate, PPF, Commodities Concept, Features, Types and	6	CO 3	Lecture with PPTs Case Study	Apply and Analysis	Case Study with Presentations Mid Term Exams: Case based Questions/Ap

	Limitations of Banking Products, Mutual Fund, Derivatives, and Insurance, Concept of Digital Currency					plied Questions
4	Financial Products Analysis- Fundamental Analysis - Economic, Industry and Company Analysis, Concept, Importance and Limitations of Technical Analysis, Parameters for Analysis of Mutual Fund Schemes, Concept and importance of Tax Planning	6	CO4	Lectures with PPTs Group Activity Video Cases	Analysis and Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Portfolio Management- Portfolio Meaning, Concept, Objectives and importance of Portfolio Management , Process of Portfolio Management, preparation of Investment plans for Individuals in different stages of life cycles and different situations.	4	CO6	Lecture Case Activity	Evaluate	Case Presentation Activity End Term: Theory Applied
6	Calculation for risk and return for Security/Portfolio- Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation).	4	CO4	Lectures with PPTs Flip Classroom	Create	Case Study, End Term: Theory Applied

Reference Books:

Sr. No.	Title of the Book	Name of Author	Year Addition	Publisher Company
1	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 th Edition.	S.Chand & Sons,
4	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning

5	<u>E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini</u>	Security Analysis Portfolio	2018,7 th edition.	Pearson Education,
6	Fischer. and Jordon	Security Analysis and Investment Management -	2009 , 6 th Edition	Pearson Education

Online Resources:

Online Resources No	Web site address
1	https://www.moneycontrol.com
2	https://www.nseindia.com
3	https://www.sebi.gov.in
4	https://www.rbi.org.in
5	https://www.investopedia.com

MOOC:

Resources No	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
2	https://alison.com/certificate-courses

Mapped by: Dr.R.D.Patil Assisant professor- BVDU- Institue of Managemnet Studies, Mumbai	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective - Marketing Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022				2023
Semester	Course Code	Course Title		
IV	MK03	Sales and Distribution Management & B2B		
Type	Credits	Evaluation	Marks	
Core Elective	3	UE:IE	50:50	
Course Objectives:				
<ul style="list-style-type: none"> • To understand the Importance of Sales Management. • To know the Emerging Trends in Sales Management. • To learn the Sales Planning and Budgeting. • To know Sales Territories and Quotas. • To study Controlling of Sales force Performance. To • learn Logistics and Supply Chain Management. 				
Learning Outcomes:				
<ul style="list-style-type: none"> • To know the Role and Skills of Modern Sales Managers. • To set Sales Objectives and design the Sales Strategies. • To learn the various Methods of Sales Forecasting. • To know the procedure of preparing Sales Budget. • To learn the process for designing Sales Territories. • To learn the methods of setting Sales Quota. 				

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
5	Introduction to Sales Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Role of Sales Managers in Driving Performance and Building Sales Teams, Essential Skills and Competencies of Modern Sales Leaders. Personal Selling in B2B and B2C Contexts: Objectives and Applications: Sales Process/ Personal Selling Process, Sales Strategies: Key Account Management, Relationship Selling, Emerging Trends in Sales Management: AI in Sales, Virtual Selling. Emerging Trends in Sales management.	CO1, CO2	Lecture with ppt case study	To understand	Quiz End Term Internals :Short Answers

6	Sales Planning and Budgeting: Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods	CO3, CO4	Lecture with ppt Quiz	Apply, Analyse	End term tests, Group discussion
	used for Deciding Sales Expenditure Budget, Sales Budgeting Process.				
6	Sales Territories and Quotas: Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types Of Sales Quotas, Methods for Setting Sales Quotas.	CO5, CO6	Lecture with ppt, case study with use of practical problems	Evaluate	Group discussion, surprise tests
	Sales Organization and Salesforce: Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce ,Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel.	CO1, CO2,	Lecture with ppt, quiz	Create	End term tests
9	Distribution Management: Role and Strategic Importance of Distribution Channels in Sales Management , Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel design selection. Channel Conflict, Ways of Managing the	CO2, CO4	Lecture with ppt, case study	Evaluate	End term test, group discussion

<p>Channel Conflict.</p> <p>Retailing: Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Retailer's Role in Consumer Experience and Sales Execution, Retailing in Rural India, Retailing in Rural India, E-Retailing, Relevance in Distribution Networks</p> <p>Wholesaling: Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.</p>			
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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1–National	K. ShridharBhat	Sales and Distribution Management	1 st Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L.Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 rd Edition 2018	Trinity Press
3 – National	Satish S. Uplaonkar	Sales and Distribution Management	1 st Edition 2019	Book Enclave.
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 nd Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar&VasantCavale	Sales and Distribution Management Text & Cases	3 rd Edition 2017	McGraw Hill Education
6–International	Richard Still, Edward Cundiff, Norman Govoni& Sandeep Puri	Sales and Distribution Management	6 th Edition 2017	Pearson.

Online Resources:

Online Resources No.	Web site address
1	www.marketing91.com ›sales-management
2	www.researchgate.net › journal › 0885-3134 Journal
3	www.iaset.us › index.php › international-journal-of-sal.
4	https://academic-accelerator.com/Impact-factor-if › Journal
5	www.tandfonline.com › loi ›rpss20

MOOCs:

Resources No.	Web site address
1	www.mooc-list.com tags sales-management
2	https://alison.com Business Sales Courses
3	https://alison.com/course/diploma-in-sales-management
4	https://alison.com/course/introduction-to-sales-management
5	www.edx.org sales

Mapped by: Dr. Amruta Sane, Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective - Marketing Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	MK04	Integrated Marketing Communications	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To provide an in-depth understanding of integrated marketing communications concepts • To understand the importance of integrated marketing communication strategies in the contemporary market 			
Learning Outcomes:			
<ul style="list-style-type: none"> • Apply the key terms, definitions, and concepts used in integrated marketing communications. • Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign. • Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization. • Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy. Segmenting Markets, IMC Promotional Methods (Market Environment- Internal and External)	1	As per individual faculty discretion	Knowledge	As per individual faculty discretion
11	Advertising and Social Media - Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate	1		Application	

	advertising, social advertising, Ad appeals – rational, emotional –positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCII guidelines for the advertisers and celebrity endorsers. E-Commerce and digital media, Mobile advertising, Advertising Laws and Ethics, Intellectual Property Rights, ASCI (The Advertising Standards Council of India)				
8	Media Management: Introduction to Media mix, Media planning and selection decisions- steps involved and information needed for media planning. Types of media- Print, broadcast– Television and Radio, Outdoor, Transit, Social Media- Facebook , Instagram, Twitter etc. Media mix planning and scheduling.	2		Application	
4	Sales Promotion- Objectives of sales promotion, Trade promotion - Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling. Event Sponsorships, Planning and developing marketing communication (MarCom) Measuring the effectiveness of all Promotional tools and IMC	2		Application and Analysis	
7	Public relation(PR)- Types of PR- Publicity -Corporate Reputation,imagebuilding, crisis management,Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing. SWOT of Public Relations,	3		Synthesis	

	Communication Contemporary era: Online & Mobile media				
7	<p>Understanding Communication Process- Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, ELM model.</p> <p>Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambushmarketing.</p>	4		Evaluation	

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1) –National	Chunawalla & Sethia	Foundations of Advertising	2008	Himalaya Publications
2) International	Sandra Moriarty, Nancy Mitchell, William D. Wells	Advertising & IMC 2019	2019	Pearson College Div, 11 th edition

Online Resources:

Online Resources No.	Web site address
1	Swayam.gov.in , Nptel.ac.in
2	https://www.barcindia.co.in/

MOOCs:

Resources No.	Web site address
1	www.Swayam.org
2	www.Coursera.com

Mapped by: Dr.Vaibhavi.Desai BVDU-Institute of Management Kolhapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective - Financial Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	FM03	Corporate Finance	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To orient the students regarding application of Corporate Finance To orient the students to understand basic concepts of Financial Planning and Liquidity Management To orient the students to understand the concept of Corporate Restructuring & forms of Business combination To orient the concept of International Business Combination Forms and structure. 			
Learning Outcomes :			
<p>To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management</p> <p>To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context</p> <p>Students can able to apply common frameworks and tools related to mergers and acquisitions.</p> <p>To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts.</p>			

Unit	Contents	Ses sio ns (Hr s)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Corporate Finance Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.	5	CO 1	Lecture with PPTs	Understand and Apply	CES Mid Term End Term
2	Financial Planning Meaning, Objectives, Characteristics of sound Financial Planning, Steps / Process involved preparation of sound Financial Plan, Factors affecting financial planning, Capitalization : Meaning, Over-Capitalization and Undercapitalization	6	CO 1 CO 2	Lecture with PPTs Case Studies	Understand and Analyze	CES Mid Term End Term

	alization- Meaning, Causes and Remedial Measures.					
3	Valuation of Bonds and Shares: Basic Valuation Model, Valuation of Bonds/Debentures, Valuation of Preference Shares, Valuation of Ordinary Shares, Relationship Among Financial Decisions, Return, Risk and Share Values.	7	CO 1 CO 2	Lecture with PPTs Case Studies	Analyze & Apply	CES Mid Term End Term
4	Corporate Restructuring Meaning, different forms, Motives and applications of corporate restructuring, forms of restructuring Joint venture – sell off and spin off, divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO. Demerger – Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implications of demergers.	12	CO1 CO 3 CO 4	Lectures with PPTs Case studies Flip Classroom	Evaluate Analyze and Apply	CES Mid Term End Term
5	Mergers and Acquisition: Meaning, Types of Mergers, motives behind the M & A, advantages and disadvantages of M&A, Process of merger integration, Methods of financing mergers , calculation and Significance of P/E Ratios and EPS Analysis, Market Capitalization, Analysis of Mergers & Acquisitions. The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 & 2013. Accounting for Mergers & Acquisitions Accounting methods for Mergers & Acquisition – Purchase Method and Pooling of Interest Method, Tax aspect on Mergers and Acquisitions.	12	CO1 CO 3 CO 4	Lecture Case Studies discussions Practical Problem solving (Numericals on the concepts) Flip Classroom	Understand Apply and Analyze	CES Mid Term End Term

	Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and International contexts.					
6	International M&A – Introduction of international M&A activity, the opportunities and threats, role of M&A in international trade growth. Impact of government policies and political and economic stability on international M&A decisions, recommendations for effective cross-border M&A.	8	CO1 CO 3 CO 4	Lectures with PPTs Flip Classroom	Evaluate, Apply and Create	CES Mid Term End Term

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	I.M. Pandey	Financial Management	2015	Vikas Publishing House Pvt Limited
2	R.P. Rustagi, Galgotia	Financial Management - Theory, Concepts and Problems	January 2018	Taxmann's
3	Richard A. Brealey	Principles of Corporate Finance	2007	Tata McGraw-Hill Education
4	Kamal Ghose Ray	Mergers, Acquisitions, Strategy and Integration	2010	Kindle Edition
5	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	January 2013	Vikas Publication
6	A.P. Dash	Mergers & Acquisitions	Feb-2020	Dreamtech press-Wiley
7	William R Snow	Mergers & Acquisitions for Dummies – A Willey brand	2008	John Willey & sons Inc
8	M. Y. Khan & P. K. Jain	Financial Management	2010	Tata McGraw-

Online Resources:

Online Resources No	Web site address
1	https://onlinelibrary.wiley.com/ - Mergers and Acquisitions: A Step-by Step Legal and Practical Guide, Second Edition

2	https://www.ebooks.com/ Mergers, Acquisitions and Corporate Restructuring
3	https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions

MOOCs:

Resources No	Web site address
1	http://ugcmoocs.inflibnet.ac.in
2	https://nptel.ac.in
3	https://swayam.gov.in
4	https://coursera .

Mapped by: Dr.A.Yesgude Assistant professor- Institute of Management & Entrepreneurship Development , Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective - Financial Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	FM04	International Financial Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> • To understand the core concepts of International Finance and Domestic Finance. • To study the International Flow of Funds and International Monetary System. • To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management. • The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions. • To gain the conceptual clarity of the theoretical aspects of international trade and finance. • To identify the processes, risks and instruments used in the financing of international trade. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Gain understanding of core concepts of International Finance and Domestic Finance. • Knowledge of International Flow of Funds and International Monetary System. • Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk. • Understanding of International Capital Budgeting and International Taxation. • Knowledge of details of International Trade Settlement. • Familiarize with the mechanism of International Trade Finance. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
6	Introduction: Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.	CO1	Lecture with PPTs, Illustration	Remember	Quiz End Term Internals: Short Answers

7	<p>International Flow of Funds and International Monetary System: Concept, principles and components of Balance of Payments.</p> <p>International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.</p>	2	Lecture with PPTs, Illustration	Understand	Quiz End Term Internals: Short Answers
11	<p>Foreign Exchange Market and Foreign Exchange Risk Management: Functions and structure of Foreign Exchange Market. Major participants.</p> <p>Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management.</p> <p>Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.</p>	3	Lecture with PPTs, Illustration, Case Study	Evaluate, Apply	Case Study, End Term: Applied Questions
10	<p>International Capital Budgeting and International Taxation: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis.</p> <p>International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.</p>	4	Lecture with PPTs, Illustration, Case Study	Evaluate, Create	Case Study End Term: Applied Questions
7	<p>International Trade Settlement: Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance</p>	5	Lecture with PPTs, Illustration	Understand, Apply	Case Study with Presentations End Term: Applied Questions

	Payment, Documentary Credit, Documentary Collection, Consignment Trading.				
7	International Trade Finance: Pre shipment finance, Post credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.	6	Lecture with PPTs, Illustration	Understand, Apply	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.G.Apte.	International Financial Management	2014	Tata Mcgraw Hill
2 – National	VyuptakeshShar an	International Financial Management	2012	Prentice Hall of India Pvt Ltd
3 – National	MadhuVij	International Financial Management	2006	Excel Books
4 – International	Eiteman David, I. Stonehill Arthur, et al.	Multinational Business Finance	2017	Pearson
5 – International	Alan C. Shaprio	International Financial Management	2016	Wiley
6 – International	Cheol S. Eun, Bruce G. Resnick	International Financial Management	2017	Tata McGraw-Hill

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/
2	www.icmai.in
3	https://www.yourarticlelibrary.com
4	www.youtube.com
5	https://www.freebookcentre.net/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/global-financial-markets-instruments
2	https://www.coursera.org/specializations/global-challenges-business
3	https://nptel.ac.in/courses/110/105/110105057/
4	https://nptel.ac.in/courses/110/105/110105031/

Mapped by: Dr.A.Rodrigues Yashwantrao Mohite Institute of Management, Karad	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Human Resource Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	HR03	Compensation and benefits management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To understand the concept of compensation • To explain the components of labour cost. • To define executive compensation with various plans. • To discuss wage policies and concepts related to labour market • To elaborate issues related to reward management and global compensation • To understand the rules for taxation and concept of tax friendly package. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Explain concepts related to compensation • Explain components of labour cost. • Contribute in designing executive compensation • Describe issues related to wage policies and labour market. • Handle the issues related to reward management and global compensation • Explain rules of taxation and design tax friendly package 			

Session Hours	Topic	CO No	Teaching Methodology	Cognition	Evaluation Tools	Session Hours
1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers	8	CO1, CO4, CO5,	Lecture with Ppts, Class discussion	Remember, Understand	Quiz End Term Internals Short Answers
2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.	8	CO 1, CO 2, CO3, CO4, CO5	Lecture with Ppts Case Study, Hand outs	Understand, Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase	7	CO 2, CO3, CO4, CO5, CO6	Lecture with PPTs Case Study	Remember, Apply, Evaluate	Case Study with Presentations End Term Exams: Case based

	plans; Economic value added (EVA) as an alternative to Stock based compensation;					Questions/Applied Questions
	Pay for performance; Competency based pay. Retirement benefits					
4	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.	8	CO2, CO3, CO4, CO6	Lectures with PPTs Video Cases	Remember, Understand, Apply	Group Activity End Term Exam: Short case and situation based questions
5	Reward and Global Compensation - Total reward management process Assessment, Design, Execution and Evaluation, Global compensation - strategies, Best practices in global compensation.	6	CO1, CO2, CO3, CO4, CO5, CO6	Lecture, Hand outs, Case Activity	Understand, Apply, Evaluate	Case Presentation Activity Exams: Case based Questions/Applied Questions
6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.	8	CO2, CO3, CO4, CO5, CO6	Lectures with PPTs	Understand, Apply, Evaluate	Activity End Term: Exams: Case based Questions/Applied Questions

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	R.C.sharma, Sulabh Sharma	Compensation Management	2019	Sage Publishing
National	A.P. Rao	Labour Cost Accounting and Compensation Management	2000	Everest Publishing House.
National	B.D.Singh	Compensation & Reward Management	2007	Excel Books

International	Michele Dennis and Thomas Roth	Effective executive compensation	2008	American management Association
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Online Resources:

Online Resources No	Web site address
1	https://www.iedunote.com/compensation-management
2	https://excecomp.org/Basics/Basic/What-Is-Executive-Compensation
3	https://theinvestorsbook.com/labour-turnover.html
4	https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx
5	https://www.worldatwork.org/workspan/articles/global-compensation-considerations
6	https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx

MOOCs:

Online Resources No	Web site address
1	https://www.coursera.org/learn/compensation-management
2	https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits
3	https://www.classcentral.com/course/managing-employee-compensation-5510

Mapped by: Dr.Ganraj Mane -Assistant Professor BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	HR04	Competency Mapping and Performance Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To understand managerial competencies in changing business environment and the resultant challenges. • To establish links between managerial competencies for effective work performance. • To introduce the concept of performance management and its importance in organizations. • To enable students, knowledge of managing performances for greater success. • To provide information about the latest development and trends in the practices of performance management. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts. • Understand the different types of Performance Planning strategies and develop various development plans for the employees. • Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees. • Recognize how Competency Mapping works and affects at different levels of the organizations. • Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors. • Identify job ready competencies and how to detect them in a probable candidate. • Design and develop Competency Models for a particular job-role. 			

Session Hours	Topic	CO No	Teaching Methodology	Cognition	Evaluation Tools	Session Hours
1	Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.	10	CO1,CO6	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Competency Mapping for Effective HRM Development: Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, the role of competency mapping in career planning and development.	10	CO1, CO3, CO4,CO6	Lecture with Ppts Case Study	Apply (Analyze)	Case Study , Newspaper Article End Term: Applied Questions
3	Introduction to Performance Management: Definition and Importance of Performance Management, the contribution of competency mapping ineffective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.	8	CO 3, CO4	Lecture with PPTs Case Study	Analyze	Case Study with Presentations End Term Exams: Case based Questions/A pplyed Questions
4	Performance Management Planning and Development: Introduction: Performance Management Planning,	12	CO1,CO2	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and

	the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document					situation-based questions
5	Competency Appraisal and Performance Management: Need and benefits of effective appraisal system in Performance management. Traditional and Modern methods of Appraisal. Identifying training needs, and developing suitable training programs for competency management.	12	CO2,CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Management Competencies and Performance Development in Organizations: Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.	8	CO4,CO5	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center		
2 – National				
3 – National				
4 – International	Spencer and Spencer	Competencyat Work	-	Wiley Publication

5 – International	David D. Dubois , Deborah Jo King Stern , Linda K. Kemp	Competency -Based Human Resource Management		
6 – International	Michael Armstrong & Angela Baron	Performance Management		Jaico Publication

Online Resources:

Online Resources No	Web site address
1	aictefreecourses@gmail.com
2	https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i
3	https://bdigital.ufp.pt/handle/10284/357

MOOCs:

Online Resources No	Web site address
1	Coursera -Managing Employee Performance, www.coursera.org
2	Alission- Performance Management and strategic planning

Mapped by: Dr. Vrushali Yadav, Associate Professor BVDU-IMED PUNE	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: International Business Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IB03	International Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<p>Subject / Course Objectives :</p> <p>Apply the key terms, definitions, and concepts used in marketing with an international perspective.</p> <p>Compare the value of developing global awareness vs. a local perspective in marketing.</p> <p>Evaluate different cultural, political, and legal environments influencing international trade.</p> <p>Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.</p>			
Learning Outcomes :			
<p>Explain the impact of global and regional influences on products and services for consumers and businesses.</p> <p>Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).</p> <p>Develop creative international market entry strategies.</p> <p>Understand the importance of the Internet for global business.</p> <p>Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).</p>			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	International Marketing: Concept, Importance, International Marketing Research and Information System	8	CO 1	Lecture with Quiz	Understand	Quiz End Term Internals: Short Answers
2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing	8	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment Socio-Cultural, Economic, Political, Legal, Technological	8	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods	8	CO4	Lectures with PPTs Group	Evaluate	Group Activity End Term

	of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition			Activity Video Cases		Exam: Short case and situation based questions
5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure	5	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Digital Revolution, Strategy and Leadership in International Marketing, Global E-commerce, Value Networks and Disruptive Technologies in the context of International Marketing, The Digital Revolution: New Products and Services, Global Competition and National Competitive Advantage, Leadership and Organisation for International Marketing, Ethics, Corporate Social Responsibility and Social Responsiveness in the context of International Marketing	8	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Swapana Pradhan-	Retailing Management		
2 – National	A. J. Lamba-	The Art of Retailing		
4 – International	Dravid Gilbert	Retail Marketing		
5 International	. George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing		
6 International	Barry Berman, Joel R Evans-Retail Management	A Strategic Approach		

Online Resources:

Online Resources No	Web site address
1	https://gacbe.ac.in/pdf/ematerial/18BIB52C-U1.pdf
2	http://centre.uek.krakow.pl/CENTRUMPSiM/wp-content/uploads/2017/10/Horska_et_al_2014_mini.pdf

MOOCs:

Online Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Mapped by: Prof. Deepak Navalgund Assistant professor-Institute of Management & Entrepreneurship Development , Pune

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Elective: International Business Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IB04	Global Business Strategies	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations. Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures. Awareness of the global business environment and its impacts on businesses. Practical Application: Use of excel tools in real world scenarios. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Explain the concepts in international business with respect to foreign trade/international business Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects Analyse the principle of international business and strategies adopted by firms to expand globally . Integrate concept in international business concepts with functioning of global trade 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma _Is demand always Export‘ Technology impact on Export Strategy	6	CO 1	Lecture with s Quiz	Understand	Quiz End Term Internals: Short Answers
2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma -supplier relations approach that yields best result	5	CO 2	Lecture with PPT’s Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared	8	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions

	ownership					
4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	5	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	8	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	8	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]
2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct-4 1999- Page 12-13 3.
3 – National	Chakrawarthy B and Permutter H (1995)	Strategic Planning for Global Business		
4 – International	M Porter (1990)	Competitive Advantage of Nation)New York Free Press
5 – International	Engelwood Cliffs,	The Strategy Process		M J Prentice Hall
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press

Online Resources:

Online Resources No	Web site address
1	https://www.global-strategy.net/what-is-global-strategy/
2	https://www.researchgate.net/publication/322789850_International_Business_Strategy

MOOCs:

Online Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr. Suchata Kanchi, Assistant professor-Institute of Management & Entrepreneurship Development , Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Production & Operations Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PM03	Logistics & Supply Chain Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM). • To acquire the working knowledge. • To understand the JIT and SCM concepts and applicability to industrial examples. • To know the concept of 5R in achieving Customer satisfaction/ delight. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Develop a sound understanding of the important role of supply chain management in Today's business environment. • Become familiar with current supply chain management trends. • Learn logistics concepts and basic activities. • Know the types of transportation systems. • Know the third, fourth party logistics. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and SupplyChain	10	CO 1	Lecture with s Quiz	Understand	Quiz End Term Internals: Short Answers
2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.	10	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/ Ap plied

	& material flow to reach the supply with 5R. Sourcing and pricing of logistics.					Questions
4	Transportation Systems: Types of transportation systems & their merits/demerits, selection of suitable type, complexities in transshipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements	10	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness.	10	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Current Trends in Logistics and SCM: Current developments/practices-MRP, MRPII, 3PL, 4PL, use of IT.	10	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 National	Janat Shah	Supply Chain Management-Text and Cases	2009	Pearson Education
4 International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies

6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>
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Online Resources:

Online Resources No	Web site address
1	www.poms.org
2	www.searchmanufacturingerp.techtargget.com
3	www.inderscience.com
4	www.logisticsmgmt.com
5	www.ionlogistics.eu

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.P.S.Patil Assoicate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Production & Operations Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PM04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers. To gain concept of Strategic Decisions for business, JIT, Total Employee involvement. To get acquainted with the use of IT, ERP and MRP systems 			
Learning Outcomes :			
<ul style="list-style-type: none"> Demonstrate the relevance and basics of World Class Manufacturing. Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing. Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing. Understand recent trends in manufacturing to meet the current and future business challenges. Compare the existing industries with WCM industries. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset	10	CO 1	Lecture with s Quiz	Understand	Quiz End Term Internals: Short Answers
2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	10	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Materials Planning: Resources - planning - Materials Requirement planning (MRP). Manufacturing Resources	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based

	planning (MRP-II) Enterprise Resources Planning (ERP).					Questions/Applied Questions
4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	10	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.	10	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	10	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C	World-Class	2018	Infinity press
	Saxena, Ashish Kumar	Manufacturing- A Strategic Perspective		
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4 International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger & Associates
5 International	Carlo Baroncelli&NoelaBallerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6 International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

Online Resources:

Online Resources No	Web site address
1	https://www.wcm.fcagroup.com/
2	www.iso.org

MOOCs:

Online Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
4	www.alison.com

Mapped by: Dr.P.S.Patil Assoicate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Information Technology Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IT03	RDBMS with Oracle	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> • To understand and learn how to work with an Oracle database. • To understand the Structured Query Language and be able to use it in conjunction with Oracle database. • To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database. 			
Learning Outcomes :			
At the end of this course, student should be able to: <ul style="list-style-type: none"> • Simple Query using sample datasets • Complex queries using SQL. • Writing PL/SQL blocks 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to oracle RDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL*Plus, SQL Form, SQL Reports.	4	CO 1	Lecture with Ppts, Discussion	Understand	Discussion
2	SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table,	9	CO 1	Lecture with Ppts, Practical sessions on computer	Understand and execute basic SQL queries on sample datasets.	Understand and execute basic SQL queries on sample datasets.

	<p>creating table from a table, Inserting data from other table, Table alias, and Column alias.</p> <p>Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint</p>					
3	<p>Operators, Functions and Joins</p> <p>Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect.</p> <p>Relating data through join concept. Simple join, equi join, non equi join, Self-join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.</p>	8	CO 2	Lecture with PPTs, Practical sessions	Understand and analyze	Analyze and extract specific information from a database using SQL.
4	<p>Database Objects</p> <p>Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.</p>	6	CO 2	Lectures with PPTs, Practical Sessions	Evaluate	Formulate and execute complex SQL queries involving multiple tables, conditions, and joins.
5	<p>Introduction to PL/SQL programming</p> <p>Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For</p>	9	CO 3	Lectures with PPTs, Write PL/SQL block, Practicing, Practical Sessions	Compose and execute	Compose and execute PL/SQL blocks for tasks such as data manipulation, transaction control, and stored procedures.

	Loop, Goto Statement.					
6	Advanced Programming Techniques of PL/SQL Cursors: Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, Triggers: Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers	9	CO 3	Lectures with PPTs, Write PL/SQL block, Practicing, Practical Sessions	Demonstrate	Demonstrate proficiency in using PL/SQL for database development.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	P.S.Deshpande	SQL for oracle 9i	3 rd Edition	Dreamtech Press	
2 -International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3 rd Edition	BPB Publication	

Online Resources:

Online Resources No	Web site address
1	https://www.w3schools.com/sql/
2	https://www.tutorialspoint.com/sql/index.htm
3	https://www.javatpoint.com/sql-tutorial

MOOCs:

Online Resources No	Web site address
1	https://www.coursera.org/learn/intro-sql
2	https://www.coursera.org/projects/introduction-to-relational-database-and-sql
3	https://www.coursera.org/projects/intermediate-rdb-sql

Mapped by: Dr.S.N.Gambhire Assistant Professor -BVDU- Abhjit Kadam Institute of Management and Social Sciences Solapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	IT04	Enterprise Business Applications	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To enable knowledge about E-commerce To enable knowledge about types of business models in E-commerce To enable knowledge about security issues of e-commerce To enable knowledge about payment systems of e-commerce. To enable knowledge about various e-commerce applications. To enable knowledge about Mobile commerce 			
Learning Outcomes :			
<ul style="list-style-type: none"> Recognize the impact of Information and Communication technologies, especially of the Internet in business operations. Recognize the fundamental principles of e-Business and e-Commerce Use tools and services of the internet in the development of a virtual e-commerce site 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: Brief history of e-commerce, definition of e-commerce , Technical components and their functions , e-commerce versus traditional business, requirement of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.	10	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Types of business models (B2B,B2C,C2B,C2C) with examples. EDI – Requirement of EDI, types of EDI, Advantages and disadvantages of EDI, ISP, Types of ISP, choosing and ISP, domain name, domain name types, how to register domain name.	10	CO 2	Lecture with Ppts Case Study	Apply (Analyse)	Case Study , Business cases End Term: Applied Questions
3	Security issues, privacy issues, basic computer security, secure transaction , security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied

	methods, Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, Components of firewall, Digital signature ,digital certificate, secure electronic transactions, secure socket layer.					Questions
4	E-commerce Payment System – Overview of electronic payment technology, limitations of traditional payment system, requirement for e-payment system. B2B electronic payments, Third-party Payment Processing, Electronic Payment Gateway, Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, Smart card,	10	CO 4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short business cases and situation based questions
5	E-commerce Applications : E-commerce and banking , e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	10	CO 5	Lecture, Case Activity	Analyze / Evaluate	Case Presentation Activity End Term: Theory Applied Questions
6	Mobile Commerce: Overview of M-Commerce – Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles, Examples of M-commerce, Current status of M-Commerce in India, M-commerce applications , Mobile information services	10	CO 6	Lectures with PPTs Flip Classroom	Evaluate /Create	Case Presentation Activity End Term: Theory Applied Questions

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Publisher Company
1 – National	Alexis neon	ERP Demystified	Mc Grawhill
2 – National	V.K. Garg & N.K. Venkita Krishnan	ERP Ware: ERP Implementation Framework	
3 – National	V.K. Garg & N.K. Venkita Krishnan	ERP Concepts & Planning	
4 – International	P.T. Joseph,	E-Commerce A Managerial Perspective	Prentice Hall of India
5 – International	Kalakota and Whinston	Frontiers of Electronic	Pearson Education

Online Resources:

Online ResourcesNo	Websiteaddress
1	http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf
2	https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf
3	https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf
4	http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://onlinecourses.swayam2.ac.in/cec20_mg25/preview
2	https://www.coursera.org/courses?query=e-commerce
3	https://www.udemy.com/courses/business/e-commerce
4	https://www.edx.org/learn/ecommerce
5	https://www.classcentral.com/subject/ecommerce

Mapped by: Dr.B.D.Patil Assistant Professor- BVDU- IMRDA,Sangl
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BOS Chairperson: Prof. Dr. R.U. Kanthe
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Dean: Prof. Dr. Premashish Roy

Elective: Agribusiness Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	AM03	Use of Information Technology in Agribusiness Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> ● Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact. ● Learn about digital tools enhancing on-farm productivity. ● Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services. ● Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowd sourcing, and big data analytics. 			

Unit	Sessi ons (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	8	CO1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	8	CO2	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	8	CO3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Ap plied Questions

4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM	8	CO2, CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.	8	CO2, CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Page, Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	8	CO4	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Turban, McLean, Wetherbe	Information technology for Management,		John Wiley & Son
2 – National	S. Sudalaimuthu, S. Anthony	Computer Application in Business		Himalaya Publishing House

3	National	Jaiswal & Mittal, (2010),	. Management Information Systems,		5 Oxford University Press
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4-International	. O_Brien, J.A. (2004	Management Information Systems: Managing IT in the		(6th edition) Prentice Hall
5- International	. Lucas, H. C. Jr. (2004).	4Information Technology For Management. (7th ed		New Delhi: TMH

Online Resources:

Online Resources No	Website address
1	http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663
2	https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/
3	https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf
4	https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture
5	http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663

MOOCs:

Online ResourcesNo	Websiteaddress
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.Pramod Pawar Associate professor Institute of Management & Entrepreneurship Development , Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Agribusiness Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	AM04	Cooperatives Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> The objective of the course is to provide the conceptual and practical understanding of cooperative management. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management 			
Learning Outcomes :			
<ul style="list-style-type: none"> Communicate Concept and Characteristics of Cooperatives, • Explain Functional and Management aspects of Cooperatives • Organize a cooperative institution based upon grassroots level after analyzing market condition 			

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	History of cooperative management. Cooperation ideology or origin, growth and development Principles of Agriculture Cooperation. Raiffeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives	10	CO1	Lectures with PPTs Cases Discussions	Understand	CES (class test or assignment or end term)
2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit Institutions- Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD	10	CO1 & CO2	Lectures with PPTs and Discussion	Understand Analyze	Class test or assignment or end term)
3	Formation and Management in Agriculture Cooperative Societies; Re- organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming	10	CO2	Lectures with PPTs Discussions	Understand Analyze	Class test or End Term internal

	in India					
4	Cooperative Processing; Management of Cooperative Sugar Factories; Food processing industries, Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.	10	CO1 & CO2	Lectures with PPTs Discussions	Understand Analyze	End Term internal, MOOCS Online Courses
5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems	10	CO 2	Lectures with PPTs Discussions	Understand Analyze	End Term internal, Online Quiz
6	Indian Cooperatives in this era of Globalization Challenges and prospects	10	CO2	Lectures with PPTs	Understand Analyze	End Term, Assignments.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	B.S. Mathur	Cooperation in India	Sahitya Bhawan, Agra	
2	Kamat	G.S. Cooperative Management,	HPH	
3	Bedi R.D.	Theory, History and Practical of Cooperation		
4	Fay, C.R.	Cooperation in India and Abroad		
5	Raj Krutia	Cooperative Farming some Critical Reflection		
6	Rais Ahmad	Cooperative Development and Management Text and Cases,	Mittal Pub. House	

Online Resources:

Online Resources No	Website address
1	http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf
2	https://en.wikipedia.org/wiki/Cooperative_learning

MOOCs:

Online Resources No	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.S.B.Sawant Professor BVDU-Abhjit Kadam Institute of Management and Social Sciences Solapur	
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BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy
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Elective:Retail Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	R03	Merchandising , Display & Advertising	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner. Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment. Understand the fundamentals of basic financial problems, and use good reason in financial decision making. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix. Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element. Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design. Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication. 			

Unit		Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction: stages of merchandise, management process, developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan	10	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c)	10	CO 1	Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

	Logistic					
3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic –performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.	10	CO 2	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies	10	CO3	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.	10	CO4	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.	10	CO5	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Edition	Year	Publisher Company
1	David Gilbert	Retail Marketing Management			Pearson Education
2	Agarwal, Bansal, Yadav & Kumar	Retail Management	.		PragatiPrakashan, W.K.Road, Merut
3	Barry Berman & Joel R. Evans	Retail Management – A Strategic Approach			Pearson Education
4	Barry Barman & Joel R. Evans	Retail management,			Prentice Hall of India Pvt. Ltd.
5	Andrew J. Newman & Peter	Retailing Environment & operations			Change learning
6	MeenalDhotre	Channel management & Retail Marketing			Himalaya Publishing House, Mumbai

Online Resources:

Online Resources No	Website address
1	https://reflektion.com/resource/merchandising-types-and-examples
2	https://www.yelp.com/blog/online-merchandising
3	https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/
4	https://www.tickto.com/digital-displays-retail-store-tomorrow

MOOCs:

Online Resources No	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com

Mapped by: Prof.C.R.Suryawanshi AKIMSS, Solpaur

BOS Chairperson: Prof. Dr. R.U. Kanthe
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Dean: Prof. Dr. Premashish Roy

Elective:Retail Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	R04	Supply Chain Management in Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • Familiarize the students with organized retail and, the value it creates. • The strategic and operational decision-making processes in the organized retail. • Relate the supply chain activities which create the value in the organized retail industry 			
Learning Outcomes :			
<ul style="list-style-type: none"> • Understand the functions of retail business and various retail formats and retail channels. • Understand the difference between Retail and Manufacturing Supply Chain • Understand, key drivers of retail supply chain and how to select a retail store location? • Analyze Retail Market and Financial Strategy including product pricing. • Integrate the various Supply Chain partners and how to collaborate with them? 			

Unit	Sub Unit	Sessions (in Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
Introductio n to Supply Chain Managem ent in Retailing	Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.	8	CO1, CO2	Lecture with Ppt	Understand	Quiz Short Answers
Planning Demand and Supply Chain Retailing	Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply chain, Role of IT in forecasting for SCM in Retailing.	8	CO2	Lecture with Ppt	Apply (Analyse)	Case Study

Designing the Supply Chain Network for Retailing	- Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design, Modeling, Network for Supply Chain in Retailing.	11	CO3	Lecture with Ppt	Apply	Quiz Short answers
Logistics in Supply Chain Management in Retailing	Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics	8	CO4	Lecture with ppt	Create	Quiz
Sourcing and Pricing in Logistics in Retailing -	I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis. II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts	10	CO4	Lectures with PPTs	Undetstand	Quiz Short Answer

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sunil Chopra, Peter Meindal, D.V.Kalra,	Supply Chain Management-Strategy, Planning and Operation,		Pearson Education.
2 – National	Braj Mohan Chaturvedi,	Supply Chain Management,		ICFAI University Press

3 – National	Rahul V.Altekar,	Supply Chain Management, Concepts and Cases,		Prentice Hall India, New Delhi.
4 – International	John Mentzer,	Supply Chain Management, Response Books,		Sage Publication, New Delhi

Online Resources:

Online Resources No	Web site address
1	https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/
2	https://www.vendhq.com/blog/supply-chain-management/
3	https://www.slideshare.net/RahulJha6/retail-supply-chain-management

MOOCs:

Online Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.P.S.Patil Assoicate Professor- BV DU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Project Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PR03	Managing Large Projects	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • To understand the overall aspects of project management • To view at the project from a holistic view • To identify costs and control them while implementing project • To understand quality aspects in project 			
Learning Outcomes:			
<ul style="list-style-type: none"> • To know the details of project budgeting and costing • To learn various aspects of project monitoring and implementation. • To understand how to manage project quality and project audit • To understand the aspects related to Human resource in Project Management 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Baseline Cost Structure Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc.</p> <p>Project Procurement process: Plan procurement, Conduct procurement, Control procurement and Close.</p>	8	CO1	Lectures, Discussions	Understand,	Quizzes, Assignments
2	<p>Project budgeting & activity costing Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents</p>	8	CO1	Lectures, Case Studies	Analysis, Apply	Assignments, Midterm Exam

3	Project Monitoring General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis	8	CO2	Lectures, Practical Demonstrations	Analysis, Apply	Group Projects, Presentations
4	Project Quality Management Project Quality Management Plan, identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents	8	CO3	Lectures, Workshops	Analysis, Apply	Quality Audits, Quality Plans
5	Project Audit Quality Assurance - analyzing project quality, improve project quality, checking whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assetsupdates	7	CO3	Lectures, Case Studies	Analysis, Create	Quality Audits, Reports
6	Project Human Resource Management Develop human resource plan with the help of Activity resource	6	CO4	Workshops, Group Discussions	Analysis, Create	Role Play, Project Team Evaluation

Reference Books:

Reference Books	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 _International	Kenneth Rose	Project Quality Management- Why, What and How	2nd Edition	J. Ross Publishing
2 _International	Kim H. Pries, Jon M. Quigley	Total Quality Management for Project Management	1st Edition	Taylor & Francis
3 _International	Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla	Total Quality Management (TQM) - Principles, Methods, and Applications	1st Edition, 2021	CRC Press
4 –International	Martina Huemann	Human Resource Management in the Project-Oriented Organization - Towards a Viable System for Project Personnel	1st Edition, 2016	Taylor & Francis

Online Resources:

Online Resources No.	Web site address
1	https://www.guru99.com/learn-financial-planning-project-management.html
2	https://www.ispatguru.com/project-monitoring/
3	https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well
4	https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps
5	https://www.projectmanagementqualification.com/blog/2019/10/21/project-

Resources No.	Web site address
1	https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp
2	https://www.my-mooc.com/en/categorie/project-management
3	https://www.coursera.org/learn/uva-darden-project-management

Mapped by: Dr. Heema Mirji Assistant Professor BVDU Institute of Management & Entrepreneurship Development,Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Project Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	PR04	Social cost & benefit analysis of projects	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To understand the business environment impacts project management To understand how to scan internal business environment and to work on strengths and weaknesses To understand how to scan external business environment to identify opportunities and threats To understand the intricacies for preparing for unforeseen events. 			
Learning Outcomes:			
<ul style="list-style-type: none"> To know how to scan business environment To understand the impact of changes in business environment To identify, evaluate and deliver project benefits and value in the complex business environment To understand the impact of project on Organization culture through organizational change. 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Environmental Scanning for Implementing project Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes.	8	CO 1	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Evaluating Internal Business Environment Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees	11	CO 1	Lecture with Ppts Case Study	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Evaluating External business environment Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in	5	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case

	external business environment, Identify options for scope/backlog changes					based Questions /Applied Questions
4	Plan and manage project compliance Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analysing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the project is in compliance	4	CO1	Lectures with PPTs Video Cases	Evaluate	End Term Exam: Short case and situation based questions
5	Evaluate and deliver project benefits and value Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress	10	CO2	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Support organizational change Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture	7	CO4	Lectures with PPTs	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited
2 International	Avraham Shtub and Shlomo Globerson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson

3 –International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass
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Online Resources:

Online Resources No.	Web site address
1	https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/
2	https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/
3	https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects
4	https://www.knowledgehut.com/blog/project-management/projects-in-business-environments
5	http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf

MOOCs:

Online Resources No.	Web site address
1	https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn
2	https://www.udemy.com/course/project-management-course-udemy/
3	https://www.coursera.org/learn/global-business-environment

Mapped by: Dr. Shyam Shukla Associate Professor BVDU Institute of Management &	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Business Analytics & Data Mining

Programme: MBA CBCS w.e.f.-Year2022 –2023			
Semester	Course Code	Course Title	
IV	BA03	Digital Transformation of Business	
Type of Course	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50

Course Objectives:

- To understand the concept of digital transformation and its impact on businesses.
- To know how digital strategies can be designed, executed and communicated in a real-life organizational context.
- To explore the key technologies and trends driving digital transformation in the business landscape.
- To analyze the challenges and opportunities associated with digital transformation in different industries.

Course Outcomes:

After completing the course the students shall be able to

CO1: Identify the drivers and implications of digital transformation for businesses.

CO2: Assess the digital readiness of organizations and propose strategies for digital transformation.

CO3: Apply relevant frameworks and models to design and execute digital transformation initiatives.

CO4: Develop critical thinking skills to anticipate and navigate challenges in the digital transformation journey.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Digital Strategy</p> <ul style="list-style-type: none"> • Understand the characteristics of digital innovation • Distinguish the nature of digital innovation vs. traditional/conventional innovation. • Introduction of Technology Management and Innovation. • High-level introduction of Digital Transformation. “Homo informatics”, • What has changed in the last decade? 	7	CO1, CO3	Lectures with PPTs	Understand , Apply	Quiz Short Answers

2	Managing IT Trends & Emerging Technologies <ul style="list-style-type: none"> • Future of Technology evolution • How to get advantage of Cloud, Big Data, Internet of Things and the new technological developments, • How organizations can effectively and efficiently anticipate, assess, introduce, and leverage them. • What is Big Data, and how can we use it in our everyday life? • What is cloud? Are there any real risks? • What exactly is the Internet of Things (Apply concept to the business situation) 	7	CO1, CO4	Lectures with PPTs	Understand , Evaluate	Quiz Short Answers
3	Digital disruption and strategies for a digital transformation. <ul style="list-style-type: none"> • Understand the underlying patterns of successful digital disruptors. • What disruptive technologies such as Artificial Intelligence can transform the business landscape? • Understand the underlying patterns of successful digital disruptors. 	7	CO2, CO3, CO4	Lectures with PPTs	Evaluate, Apply	Quiz Short Answers
4	Future of Technology Innovation <ul style="list-style-type: none"> • What will influence our future in the following five years? • What are those inventions that will change the world within five or ten 	8	CO1, CO4	Lectures with PPTs	Understand , Analyze	Quiz Short Answers

	years from now; similar to what has changed it during the last 10 years					
5	Best Practices for Digital Transformation: Business Case Studies McKinsey's five keys to success: <ul style="list-style-type: none"> • What are the best practices as identified by McKinsey research for instituting successful digital transformation? What are the difficulties in following these prescriptions? • What does a leader of digital transformation have to do to optimize for success? • What is the role of equipping and deploying new technologies across a business in creating a successful transformation? • How do managers need to transform communication channels? • How can we transform organizational design for digital transformation? 	8	CO2, CO3, CO4	Lectures with PPTs	Evaluate, Apply	Quiz Short Answers
6	Digital Transformation Cases	8	CO1, CO2, CO3, CO4	-	Understand , Analyze, Evaluate	Quiz Short Answers

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
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1	Galliers, R.D., Leidner, D.E. (Eds)	Strategic Information Management: Challenges and Strategies in Managing Information Systems	2009 Fourth Edition	Routledge, New York,
2	Parker, G.P.; Alstyne, Van, M.W; Choudary	Platform Revolution	2016	Norton & Company, New York London
3	J.W. Ross, I.M. Sebastian, C.M. Beath	“How to Develop a Great Digital Strategy”	Vol. 58, No. 2, Winter 2017	MIT Sloan Management Review
4	Arthur, W.B	The Nature of Technology: What it is and how it evolves	2009	Free Press, New York
5	Böhmman, T., Leimeister, J.M., Möslein, K.	Service Systems Engineering. Business & Information Systems Engineering	2014	

Online Resources:

Online Resources No.	Web site address
1	Digital Transformation in Business: A Comprehensive Guide (Medium Article): https://medium.com/the-happy-startup-school/digital-transformation-in-business-a-comprehensive-guide-1b3e63a648b0
2	Harvard Business Review Digital Transformation Section: https://hbr.org/topic/digital-transformation
3	MIT Sloan Management Review: Digital Transformation Section: https://sloanreview.mit.edu/topic/digital-transformation
4	McKinsey Digital: https://www.mckinsey.com/business-functions/mckinsey-digital/

MOOCs:

MOOC Resources	Web site address
1	Coursera: "Digital Transformation in the Age of Industry 4.0" by Accenture "Digital Transformation Strategy" by Boston University
2	edX: a. "Digital Transformation and Emerging Technologies" by University of Maryland b. "Digital Transformation: From AI and IoT to Cloud, Blockchain, and Cybersecurity" by University of Virginia
3	LinkedIn Learning: a. "Digital Transformation: Strategy" by Michael Gale b. "Digital Transformation: Building a Technology Roadmap" by Phil Gold

Programme: MBA CBCS w.e.f.-Year2022 –2023

Semester	Course Code	Course Title	
IV	BA04	Applied Data Visualization for Business Decisions	
Type of Course	Credits	Evaluation	Marks
Core Elective	3	CES	UE:CA = 50 : 50
Course Objectives:			

Mapped by: Deelip Patil-Assistant Professor- BVDU- IM, Kolhapur

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

- To understand the fundamentals of data visualization and its significance in the context of business decision-making.
- To Gain proficiency in using various data visualization tools and software to create effective visual representations.
- To develop skills to analyze and interpret data to uncover insights and trends through data visualization techniques.
- To learn techniques to design visually appealing and informative data visualizations that effectively communicate business insights.

Course Outcomes:

After completing the course the students shall be able to

CO1: Demonstrate a comprehensive understanding of data visualization principles, techniques, and best practices for business decision-making.

CO2: Utilize various data visualization tools and software to create visually compelling and interactive visualizations.

CO3: Analyse and interpret complex data sets using data visualization techniques to identify patterns, trends, and outliers.

Unit	Sub Unit	Sessions	CO Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Data Visualization and Business Decision-Making <ul style="list-style-type: none"> • Understanding the role of data visualization in business decision making • Exploring the benefits and challenges of data visualization • Overview of popular data visualization tools and Software 	8	CO1	Lecture with PPT's	Understand	End Term Internals: Short Answers
2	Data Visualization Principles and Best Practices <ul style="list-style-type: none"> • Principles of effective data 	8	CO2	Lecture with PPT and Practical with case study	Understand +Analyze	End Term: Applied Questions, Long

	visualization design <ul style="list-style-type: none"> • Choosing the right visualization types for different data scenarios • Colour theory and effective use of colour in data visualization • Designing visually appealing and user-friendly dashboards • Use Excel and Power BI 					Answers
3	Exploratory Data Analysis and Visualization <ul style="list-style-type: none"> • Techniques for exploratory data analysis using visualization • Creating histograms, scatter plots, and box plots to analyse data distributions and relationships 	8	CO2 & CO3	Lecture with PPT and Practical with case study	Understand + Analyze	End Term: Applied Questions, Long Answers

	<ul style="list-style-type: none"> Using heat maps and tree maps to explore patterns and hierarchies in data Use Excel and Power BI 					
4	Dashboard Design and Interactive Visualization <ul style="list-style-type: none"> Principles of effective dashboard design for business decision-making Creating interactive dashboards using data visualization tools Incorporating filters, parameters, and interactivity in visualizations Use Power BI 	7	CO2 & CO3	Lecture with PPT and Practical with case study	Understand +Analyze	End Term: Applied Questions, Long Answers
5	Geographic Data Visualization <ul style="list-style-type: none"> Mapping geographic data using choropleth maps, bubble maps, and heat maps Incorporating interactive elements and tooltips for geospatial analysis Communicating spatial patterns and relationships through visualizations Use Power BI 	6	CO3	Lecture with PPT and Practical with case study	Understand +Analyze	End Term: Applied Questions, Long Answers
6	Data Visualization for Business Presentations <ul style="list-style-type: none"> Designing visually compelling and impactful presentations with data visualizations Storytelling techniques for presenting data insights to stakeholders Communicating data-driven recommendations and insights effectively Advanced Visualization Techniques <ul style="list-style-type: none"> Network visualization and graph analysis for understanding complex relationships Text visualization for analysing text-based data and sentiment analysis Interactive storytelling through data visualizations Use Power BI 	8	CO2 & CO3	Lecture with PPT and Practical with case study	Understand +Analyze	End Term: Applied Questions, Long Answers

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Andy Kirk	Data Visualization: A Handbook for Data Driven Design"		SAGE Publication
2	Kieran Healy	Data Visualization: A Practical Introduction		Princeton University Press
3	Alexandru C. Telea	Data Visualization: Principles and Practice"		CRC Press
4	Brett Powell	Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence		
5	Wayne Winston,	Microsoft Excel 2019 Data Analysis and Business Modeling		Microsoft Press

Online Resources:

Online Resources No.	Web site address
1	1. Data Visualization Catalogue: https://datavizcatalogue.com/
2	Tableau Public Gallery: https://public.tableau.com/en-us/gallery
3	Data-to-Viz: https://www.data-to-viz.com/
4	Storytelling with Data: https://www.storytellingwithdata.com/

MOOCs:

Resources	Web site address
1	<p>Coursera:</p> <ul style="list-style-type: none"> • "Data Visualization with Python" by University of Michigan • "Data Visualization and Communication with Tableau" by Duke University • "Data Visualization and D3.js" by University of Washington
2	<p>edX:</p> <ul style="list-style-type: none"> • "Data Visualization and D3.js" by UC San Diego • "Introduction to Data Science and Visualization" by University of California, Berkeley <p>"Data Visualization for All" by Trinity College Dublin</p>
3	<p>FutureLearn:</p> <ul style="list-style-type: none"> • "Data Visualization for All" by University of Sheffield • "Data Visualization: A Practical Approach for Absolute Beginners" by University of Strathclyde • "Understanding Data Visualisation" by University of Southampton
4	<p>LinkedIn Learning:</p> <ul style="list-style-type: none"> • "Data Visualization: Storytelling" by Bill Shander • "Data Visualization for Data Analysis and Reporting" by Curt Frye

	<ul style="list-style-type: none">• "Learning Data Visualization with D3.js" by Ray Villalobos Elective: Event Management
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Mapped by: Ms. Kishoti Budhale, Assistant Professor- BVDU- IM, Kolhapur	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Event Management

Semester	Course Code	Course Title	
IV	EM-03	Customer Relationship Management in Event Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> • To aware need of risk management in event operations; • To know the fundamental issues and application of risk management in event; and • To understand the risk management models 			
Learning Outcomes :			
<p>Apart from traditional classroom teachings, students go through various Event Workshops, Event Practical. At the end of the subject, the student will have the competence in understanding the basic Principles of event management</p>			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Customer Relationship Management Definition, Determinants of CRM - Stages in the development of Customer Relationship - Functions of CRM -Role of CRM - Significance of CRM.	8	Co1	Lecture with Ppts	Understand	End Term: Applied Questions Presentations
2	Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention..	8	Co1	Lecture with Ppts Case Study Psychometric Tools	Understand Analyse	Case Study , End Term: Applied Questions Presentations
3	Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention.	8	Co1	Lecture with PPTs Case Study	Understand Analyse	Case Study , End Term: Applied Questions Presentations
4	Customer portfolio strategy - Customer life cycle - Concepts of customersatisfaction and loyalty - Customer loyalty programs..	8	Co1	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations
5	Information technology for CRM - Origin of CRM technology - CRM applications - Technology for the CRM value	8	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentations

	chain.					ns
6	Case Studies and Presentation	5	Co2	Lecture with PPTs Case Study	Understand Apply	Case Study , End Term: Applied Questions Presentatio ns

Reference Books: -

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Francis Buttle	Customer Relationship Management ; Concepts and Tools	2008.	Butterworth Heinemann,
02	Peter E.Tarlow,	Customer Relationship Management: Perspectives from the market place,	2003	Butterworth Heinemann,
03	Kristin Anderson, Carol Kerr,	Customer Relationship Management	2011	Mc.Graw Hills
04	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf
2	http://managementstudyguide.com/lms/course/view.php?id=291
3	https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Mapped by: Dr.Dextre Assoiicate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Event Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	EM-04	Human Resources In Event Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> • To understand the importance of human resources in the event management environment; • To acquire the knowledge and skills of human resources practices; and • To enlighten and appreciate role of human resources in organizing an event. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • At the end of the subject, the student will have the competence in understanding the human resource challenges, problems and opportunities faced by an organization in planning and execution of an event and see where recruiting the right people, training them and motivating them can make all the difference in this customer service oriented environment. 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Human Resource Management for Events: Concept of human resources management -Context and key issues of people in an event organization –organizing system and functions of HR in event management –HR Structure and Strategy - HRM in the context of both mega events and smaller scale events.	CO 1	Lecture with PPTs	Understand	End Term: Applied Questions
8	Human resources planning for event: Manpower planning Job analysis in event operations Recruitment sources, methods Skill testing and selection of people for specific event.	CO 1	Lecture with Ppts Quiz	Apply (Analyse)	Quiz End Term Internals: Short Answers

8	Preparing human resources for event: Induction.-Training of employees – Training needs identification – Training methods and evaluation of training – Promotions – Performance and potential appraisal - Career development –Personnel empowerment. – Safety, welfare and employees health.	CO 1	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
8	Wage and salary administration: Meaning – Purpose – developing wage and salary structure – Job evaluation – Working conditions – Services. Performance of Evaluation –Methods of evaluation - Employee morale -Stress management and quality of work life.	CO 1	Lectures with PPTs	Analyse	Activity End Term: Theory Applied
8	Labour Laws Applicable to Event management organizations: Trade Unions – Managing Conflicts – Disciplinary Process – Collective Bargaining - Workmen’s Compensation Act, 1923 – Industrial Disputes Act, 1947 Trade Union Act, 1926 PF and Bonus Act.	CO 1	Lecture with PPTs	Understand	End Term: Applied Questions
5	Case Studies and Presentation	CO 1	Lecture Case Activity	Evaluate	Case Presentation Activity

Reference Books : -

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Lynn Van der Wagen	Human Resource Management for Events: Managing the event workforce (Events Management)	2006.	Butterworth Heinemann,
2	Venkata Ratnam CS & Srivatsava BK,	Personnel Management and Human Resources,	2003	Tata Mc-Graw Hill, New Delhi,
3	S.K.Chakravarthy	Managerial Effectiveness and Qualityand Work Life	1987	TMH, New Delhi,.
4	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://study.com/academy/lesson/human-resources-management-in-event-conference-planning.html
2	https://brauss.in/hrm-basic-notes.pdf
3	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Mapped by: Dr. Dhanashre Jadhav, Assistant Professor, Yashwantrao Mohite Institute of Management, Karad

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HM-03	Hospitality Marketing Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> To identify the service characteristics and management strategies that has an impact on hospitality marketing To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. To understand the various models of consumer behavior and the factors affecting the same. To understand the advertising, promotional and customer handling strategies for food and beverage. 			
Learning Outcomes :			
<ul style="list-style-type: none"> To understand the concept of marketing and selling To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry 			

Unit	Topic	Sessions (Hrs)	Marks	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Marketing conceptual framework-marketing environment customer oriented organization marketing interface with other functional areas marketing in a globalized environment. -Marketing Mix	8		CO2	Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Definition - Difference between goods and Services - Characteristics of services- management strategies for service business - role of employees in Service process - Internal marketing.	8		CO 1	Lecture with Ppts Quiz	Analyze	Quiz End Term Internals: Short Answers

3	Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing -Monitoring and measuring customer satisfaction	8		CO3,C O2	Lecture with Ppts Quiz	Create	Quiz End Term Internals: Short Answers
4	Definition - Consumer Behavior models - Factors affecting Consumer Behavior - Cultural, Social, Personal, Psychological	8		CO 1	Lecture with Ppts Quiz	Understand, Analyze	Activity End Term: Theory Applied
5	Guest handling – special occasion - Adverting – promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and Suggestive selling. Guest handling – identifying guest needs – Maintaining guest history card and records - Effective public relationship - Effective Social skills - personalization. Special occasions - Type of special occasions - Creativity and Innovation -Special menu - planning - Coordinating the activities	8		CO 3	Lecture with Ppts Quiz	Understand, Analyze	Activity End Term: Theory Applied
6				CO 1	Lecture with	Evaluate	Case

	Case Studies and Presentation				Ppts Quiz		Study , Newspaper Article End Term: Applied Questions
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Reference Books :-

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Philip Kotler, Bowen and Makens	Marketing for Hospitality & Tourism		Prentice-Hall Inc.
2	Neil Wearne	Hospitality Marketing		Hospitality Press Pvt Ltd. - Australia
3	M.K. Ram Pal & S.L. Gupta	Services Marketing		Galgotia Publishing Concept, Application & Cases Co. - New Delhi

Online Resources:

Online Resources No	Website address
1	https://www.classcentral.com/course/edx-managing-marketing-in-the-hospitality-and-tourism-industry-7332
2	https://study.com/academy/course/hospitality-marketing.html

MOOCs:

Online Resources No	Website address
1	https://swayam.gov.in/

Mapped by: Dr. Ashima Deshpande Assistant professor BVDU- Hotel Management ,Pune	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Elective: Hospitality Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	HM-04	Accommodation Operations Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> • To identify the service characteristics and management strategies that has an impact on hospitality marketing • To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. • To understand the various models of consumer behavior and the factors affecting the same. • To understand the advertising, promotional and customer handling strategies for food and beverage. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • To understand the concept of marketing and selling • To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry 			

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Role of House Keeping in the Hotel Function of the House Keeping department Organization of House Keeping department in small, medium and large Hotel – Duties and responsibilities of various personnel	8		Lecture with Ppts Quiz	Understand	Quiz End Term Internals: Short Answers
2	Cleaning equipment – Cleaning agents – Methods of cleaning – Cleaning public areas and standard supplies – Daily cleaning, Evening service – Spring cleaning Keys: computerized key cards – Control of keys.	8		Lecture with Ppts Case Study Psychometric Tools	Apply (Analyse)	Quiz End Term Internals: Short Answers End Term:

3	Dealing with guests Lost and found Linen & Uniforms _ Function of linen room _ Types of linen & Uniforms _ Storage and handling _ Laundry and dry cleaning _ Layout- Flow process _ Laundry equipment and agents	8		Lecture with PPTs Case Study	Analyse	Presentations End Term Exams:
4	Purchasing in Housekeeping -Selection and purchase of recycled and non-recycled inventory items. controlling costs Inventories and record keeping Budgeting _ Types of budgets	8		Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam:
5	Flower arrangement _ Use and importance Interior decoration - Furniture arrangement Colour and lighting Wall covering - Floor covering Types of carpet Maintenance of carpet.	8		Lecture Case Activity	Create	Presentation Activity End Term: Theory Applied

Reference Books: -

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	ColinDix	Accommodation Operations		
2	Jane Fellows	Housekeeping Supervision		
3	Zulfikar Mohammed	Introduction to Tourism & Hotel Industry		

Online Resources:

Online ResourcesNo	Websiteaddress
1	https://www.mlsu.ac.in/econtents/1186_e-book%20of%20Hotel_management_and_operations.pdf
2	https://study.com/academy/course/hotel-lodging-management-operations.html

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://swayam.gov.in/

Mapped by: Prof. Prajka Parasnis Assistant professor BVDU- Hotel Management ,Pune	
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BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy
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Elective: Sports Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
IV	SM 03	Sports Sponsorships	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Understand that sponsorships play an important role in sports at all levels; Be able to discuss the positive and negative consequences of sponsorships on sports; Be aware that the sponsors often perceive their support differently than sponsoring organizations; Understand the Brand Spiral as it relates to developing sport sponsorship plans; Apply effective marketing strategies to sell sport sponsorships; 6 Apply course concepts to a case study and a final project; Understand that digital technology and changing consumer behavior are change 			
Learning Outcomes:			
<ul style="list-style-type: none"> Syllabus is focused on developing, selling, and successfully executing sport sponsorships to meet the branding and financial needs of both sponsoring organizations and sponsors. Topics include brand event alignment, identifying potential sponsors, sales planning, negotiation, management, adding value, digital technologies, and tracking 			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Meaning of sponsorship Sports and sponsorship Sports events likely to be sponsored Major sponsors in sports Team sponsors and individual sponsors. Concept of Sports sponsorship. Objectives of Sports	CO1	Lecture with ppt	Understand	End Term Exam: Short case and situation based questions

	Sponsorship Components of Sports Sponsorship.				
8	Benefits of sponsorship Effects of sponsorship How to get sponsors for- table tennis, football, badminton Cricket Sponsor Proposal- guidelines	CO2	Lecture with Ppts and group discussion	Analyse	Case Presentation Activity End Term: Theory Applied
8	Advertising and Sponsorship. Developing Sponsorship proposal. Sponsorship foundation. Developing and Selling the Sponsorship Proposal. Assessment of sponsorship opportunities. Leveraging techniques for sponsorship.	CO3		Analyze	Activity End Term: Theory Applied
8	Ambush marketing. Sponsorship evaluation: identifying reasons for sponsorship failure and success. Special sponsorship forms: Venue Naming Rights, Licensing, and Endorsement. Social media and big data in sport marketing and sponsorship. Ethical issues in sport marketing and sponsorship.	CO4		Evaluate	End Term Exam: Short case and situation based questions
8	What is broadcasting The basics of sports broadcasting rights, Where does the money go, Sports Leagues and their broadcasting rights Benefits to the broadcaster Who are the media	CO5		Create	Case Presentation Activity End Term: Theory Applied

	providers How do they fund sports Media provider owner of sports teams Why do media providers own teams Benefits to a media provider owning a team				
8	Meaning of sponsorship Sports and sponsorship Sports events likely to be sponsored Major sponsors in sports Team sponsors and individual sponsors. Concept of Sports sponsorship. Objectives of Sports Sponsorship Components of Sports Sponsorship.	CO1	Lecture with ppt	Understand	End Term Exam: Short case and situation based questions

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
01	Wim Lagae	Sports Sponsorship and Marketing Communications a European Perspective	2005	
02	John A. Fortunato	Sports Sponsorship: Principles and Practices	2013	
03	Kim Skildum-Reid	The Corporate Sponsorship Toolkit Paperback	2012	
04	Lynn R. Kahle; Chris Riley Lawrence Erlbaum Associates	Sports Marketing and the Psychology of Marketing Communication	2004	

MOOCs:

Online Resources No	Website address
1	https://www.my-mooc.com

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Elective: Sports Management

Programme: MBA (G) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	CourseCode	CourseTitle	
IV	SM-04	Managing Sports Organization	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> • To Define and understand management and organization • To describe and demonstrate the skills necessary in the management of an organization • To apply the functions of planning, organizing, leading, and evaluating to a variety of sport organizations • To demonstrate the concepts of strategic planning and resource allocation • To demonstrate effective knowledge of leadership theory and application. 			
LearningOutcomes:			
<p style="text-align: center;">Students will be able to demonstrate basic knowledge and understanding of fundamental principles requisite for professional success in the sport management profession. These include, but are not limited to, management theories, sport law, sport marketing, sport communication, operations management, accounting practices, and sport.</p>			

Session (hrs.)	Topic	CO Number	Teaching Methodology	Cognition (As per Bloom's Taxonomy)	Evaluation Tools
8	Sports Organization- Definition of Sports Organization, Organization Goals, Importance of understanding Organization Goals & effectiveness.	CO 1	Lecture with PPTs	Understand	End Term: Applied Questions
8	Sports Organization's Operating Environment- Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship	CO 1	Lecture with Ppts Quiz	Apply (Analyse)	Quiz End Term Internals: Short Answers

	between an Organization's Structure and it's Environment.				
8	Sports Organization Culture-Meaning of Organization Culture, Strong VS. Weak organizational culture, Learning Organizational Culture, THICK & THIN Organizational Culture, Managing a Sports Organizational Culture.	CO 1	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
8	Sports Organization Strategy-Meaning, Deliberate & Emergent Strategies, Strategy Formulation & Implementation, SWOT analysis.	CO 1	Lectures with PPTs Case Activity	Analyse	Activity End Term: Theory Applied
8	Dealing With Organizational Change-Meaning of Organizational change, Planned Change, Resistance to change – Overcoming Resistance to change & plementation, Managing Resistance to change, Lewin's and Kotter's Model. Managing STRESS in work Place.	CO 1	Lecture with PPTs	Understand	Group Activity End Term: Applied Questions
5	Assignments On Sports Organization- CAB, IFA, Bengal Lawn Tennis Association, SAI etc.	CO 1	Video Cases Case Activity	Create Evaluate	Group Activity Case Presentation Activity

Reference Books:

Sr.No.	Name of the Author	Titleof the Book	YearAddition	Publisher Company
1	Ruben Acosta Hernandez	Managing Sports Organizations	2002	Human Kinetics
2	Janet.B. Parks & Jerome Quarterman	Contemporary Sports management	2007	Human Kinetics

MOOCs:

Online ResourcesNo	Websiteaddress
1	https://www.my-mooc.com

Mapped by: Prof. Prassna Rasal, Assistant Professor, Yashwantrao Mohite Institute of Management, Karad

BOS Chairperson: Prof. Dr. R.U. Kanthe

Dean: Prof. Dr. Premashish Roy

Semester	Course Code	Course Title	
3		Family Business- Phase 1	
Type	Credits	Evaluation	Marks
UE+IE	3	CES	100

Course Objectives :

1. Understand the unique characteristics and challenges of family businesses.
2. Identify the key management functions and processes in family businesses.
3. Analyze the role of family dynamics and relationships in family business management.
4. Develop effective communication and conflict resolution skills for family business settings.

Course outcomes

1. Develop a global perspective
2. Learn practical methods to transform your business through management and technology
3. Be logically excited to contribute to your family business
4. Creation/Development of a comprehensive executable three-year business plan
5. Develop a comprehensive understanding of organizational development and change in family businesses.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	Introduction to Family Business- 1. Understanding the importance of family business in the global economy 2. Exploring the unique characteristics and challenges of family businesses	5	1	PPT and Discussion	Understand	Case study
2	Management Functions in Family Business- 1. Planning and goal-setting in family business 2. Organizing and structuring family business 3. Leading and motivating family business teams Controlling and	10	2	lecture and case study	Analyze	Flip class room and quiz

	evaluating family business performance					
3	<p>Understanding family systems and dynamics (1)</p> <p>1. Analyzing the impact of family relationships on family business management</p> <p>2. Developing effective communication and conflict resolution skills for family business settings.</p>	10	3	Lecture and case studies	analyze	Unit Test
4	<p>Organizational Development & Change-</p> <p>1. Introduction to Organizational Development and Change in Family Business</p> <p>2. Family Business Dynamics and Organizational Development</p> <p>3. Diagnosing Organizational Problems in Family Business</p> <p>4. Designing Organizational Development Interventions in Family Business</p>	8	4	Lecture and discussion	Develop	Assignment

5	1. Implementing and Evaluating Organizational Development Interventions in Family Business 2. Leadership and Culture in Organizational Development and Change in Family Business 3. Managing Resistance to Change in Family Business	5	4	PPT and Role play	Develop	Case study and end term exam
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Text Book

1. Family Business: A Practical Guide" by Nigel Nicholson
2. "Family Business" by Ernesto J. Poza
3. "Family Business: A Practical Guide" by Nigel Nicholson

Reference Books:

1. "The Family Business Handbook" by Henry Koeppl
2. "Family Business Governance: Maximizing Family and Business Potential" by Craig E. Aronoff and John L. Ward

Semester	Course Code	Course Title	
3		International Finance in Family Business	
Type	Credits	Evaluation	Marks
UE +IE	3	CES	100

Course Objectives :

1. Understand the principles of international finance and their application in family businesses.
2. Analyze international financial markets, instruments, and institutions.
3. Identify and manage international financial risks, including exchange rate risk, country risk, and political risk.
4. Develop strategies for global expansion, including market entry, financing, and risk management.
5. Understand the role of international finance in family business decision-making.

Course outcomes

1. Understand the principles of international finance and their application in family businesses.
2. Analyze international financial markets, instruments, and institutions.
3. Identify and manage international financial risks, including exchange rate risk, country risk, and political risk.
4. Develop strategies for global expansion, including market entry, financing, and risk management.
5. Understand the role of international finance in family business decision-making.

Unit	Contents	Session ns (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	Introduction to International Finance in Family Business 1. Overview of international finance 2. Family business and international finance 3. Globalization and international trade	8	1	Lecture and PPT	Understand	Assignment
3	International Financial Markets and Instruments 1. Foreign exchange markets 2. International money markets 3. International capital markets 4. International financial instruments (e.g., forwards, futures, options, swaps)	8	2	Lecture and PPT	Analyze	quiz
3.	Global Expansion Strategies for Family Businesses 1. Market entry strategies 2. Financing global	8		Case studies and discussions	Analyze	Assignment and unit test

	expansion 3. Risk management for global expansion 4. International business strategy and planning					
4	International Financial Institutions and Regulations 1. International financial institutions (e.g., IMF, World Bank) - International financial regulations (e.g., Basel Accords) 2. International financial reporting standards (e.g., IFRS)	10		Student presentations	create	Presentations
5	Case Studies in International Finance for Family Business 1. Real-world examples of international finance in family businesses 2. Analysis of successful and unsuccessful international finance str	6		Case studies	Develop	End term exams

Text Book-

1. "International Finance" by Jeff Madura
2. "International Financial Management" by Cheol S. Eun and Bruce G. Resnick

References-

1. "The Family Business Survival Guide" by Tom Davidow
2. "International Finance: Theory and Practice" by H. Peter Gray

Course :MBA			
Semester	Course Code	Course Title	
4		Advance Family Business	
Type	Credits	Evaluation	Marks

Course Objectives :
<ol style="list-style-type: none"> 1. Understand the internal and external factors influencing business operations and Understand the impact of economic, social, and political factors on business. 2. Understand customer needs, preferences, and behaviors. 3. Analyze financial statements, including balance sheets, income statements, and cash flow statement 4. Analyze the role of spreadsheets in business decision-making and Apply spreadsheet skills to real-world business problems, including budgeting, forecasting, and financial analysis
Course outcomes
<p>On completion of this course, the students will be able to</p> <ol style="list-style-type: none"> 1. Understand the Business Environment 2. Develop effective customer acquisition and retention strategies. 3. Understand basic financial concepts, including time value of money, risk, and return. 4. Analyze the impact of IT on business processes, including communication, collaboration, and decision-making. 5. Develop skills in using IT tools and systems to support business operations

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	<p>Understanding the Business Environment-1.</p> <ol style="list-style-type: none"> 1. analyze the internal and external factors influencing business operations. 2. Identify key stakeholders and their roles in the business environment. 3. Develop a framework for scanning and analyzing the business environment. 4. Understand the impact of economic, social, and political factors on business. 	10	1	PPT and Discussion	Understand	Case study
2	<p>Acquiring and Managing Customers - 1.</p> <ol style="list-style-type: none"> 1. Develop effective customer acquisition and retention strategies. 2. Analyze customer needs, preferences, and behaviors. 3. Create a customer-centric approach to business operations. 4. Understand customer relationship management (CRM) concepts and 	10	2	PPT and case study	Analyze	Flip class room and quiz

	tools.					
3	<p>Leveraging IT for Business</p> <ol style="list-style-type: none"> 1. Understand the role of information technology (IT) in business operations. 2. Analyze the impact of IT on business processes, including communication, collaboration, and decision-making. 3. Develop skills in using IT tools and systems to support business operations. 4. Understand the importance of IT security and risk management. 	10	3	Lecture and discussion		Unit Test
4	<p>Spreadsheets for Decision Making</p> <ol style="list-style-type: none"> 1. Develop skills in using spreadsheet software, including data analysis, charting, and modeling. 2. Apply spreadsheet skills to real-world business problems, including budgeting, forecasting, and financial analysis. 3. Understand the importance of data accuracy and integrity in spreadsheet analysis. 4. Analyze data to inform business decisions. 	5	4	Lecture and discussion		Assignment
5	<p>Managing Self</p> <ol style="list-style-type: none"> 1. Develop skills in goal-setting, prioritization, and time management. 2. Analyze the impact of stress and burnout on business performance and well-being and Managing Teams 	5	2			Case study and end term exam

1. "Business Environment" by Asish K. Bhattacharyya
2. "Customer Relationship Management" by Francis Buttle and Stan Maklan
3. "Excel 2019 Bible" by Michael R. Groh
4. "Management Information Systems" by Kenneth C. Laudon and Jane P. Laudon

Reference Books:

1. "Managing Customer Relationships" by Don Peppers and Martha Rogers
 2. "Fundamentals of Corporate Finance" by Robert Parrino, David S. Kidwell, and Thomas W. Bates
 3. "Interpersonal Skills for Leaders" by Philip Hunsaker and Anthony J. Alessandra
- "The Social Animal" by Elliot Aronson

Course :MBA		
Semester	Course Code	Family Business –

4		Phase 3	
3			
Type	Credits	Evaluation	Marks
UE+IE	3	CES	100

Course Objectives :

1. Understand the role of sales force management in achieving business objectives.
2. Apply data analytics to solve business problems and drive decision-making in family businesses.
3. Analyze the role of emotional intelligence in business leadership.
4. Learn how to manage family dynamics and conflict in FMBs.

Course outcomes

On completion of this course, the students will be able to-

1. Analyze the importance of reseller networks in B2B sales and develop strategies to manage and incentivize them.
2. Develop skills in financial planning, including forecasting, budgeting, and financial modeling.
3. Understand the principles of business improvement, including continuous improvement, lean thinking, and Six Sigma.
4. Develop skills to manage conflicts and resolve issues in a business setting.
5. Understand the importance of human resources in FMBs.

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation on Tools
1	<p>Managing Sales Force and Reseller Networks, B2B Sales-</p> <ol style="list-style-type: none"> 1. Develop effective sales force management strategies to achieve business objectives. 2. Analyze the importance of reseller networks in B2B sales and develop strategies to manage and incentivize them. 3. Design and implement sales forecasting, budgeting, and performance evaluation systems. 4. Understand the role of sales force automation and CRM in sales management. 5. Develop negotiation and persuasion skills to manage sales teams and reseller networks 	10	1	PPT and Discussion	Understand	Case study

2	<p>Introduction to Data Analytics in Family Business</p> <ol style="list-style-type: none"> 1. Overview of data analytics 2.Importance of data analytics in family businesses 3.Data analytics framework Data Analytics Tools and Techniques 4.Data visualization (e.g., Tableau, Power BI) 	10	2	PPT and lectures	Develop	Flip class room and Presentations
3	<ol style="list-style-type: none"> 1.Statistical analysis (e.g., regression, hypothesis testing) 2.Market analysis and customer segmentation 3. Operational analysis and process improvement 	10	3	Lecture and discussion		Unit Test
4	<p>Interpersonal Skills for Business Leaders</p> <ol style="list-style-type: none"> 1. Understand the importance of interpersonal skills in business leadership. 2. Develop skills in effective communication, including verbal and non-verbal communication. 3. Analyze the role of emotional intelligence in business leadership. 	5	4	Case Study and Role Play		Assignment
5	<p>7. Human Resources in FMBs</p> <ol style="list-style-type: none"> 1. Understand the importance of human resources in FMBs. 2. Analyze the role of family members in FMBs. 3. Develop skills in recruiting, training, and motivating non-family employees. 4. Understand the importance of managing family dynamics and conflict in FMBs. 	5	5			Case study and end term exam

Text Book-

1. "B2B Marketing Strategy" by David W. Stewart
2. "Data Analytics for Family Business" by Sanjay Goel and Jitendra Singh - This book provides a comprehensive guide to data analytics for family businesses, covering topics such as data visualization, statistical analysis, and machine learning.
3. "The Lean Startup" by Eric Ries
4. "Family Business Succession" by Craig E. Aronoff and John L. Ward

Reference book-

1. "Sales Force Management" by Mark W. Johnston and Greg W. Marshall
2. "Financial Management" by Eugene F. Brigham and Michael C. Ehrhardt
3. "Influence: The Psychology of Persuasion" by Robert Cialdini

Programme: MBA CBCS – Revised Syllabus w.e.f – 2022-2023						
Semester	Course Code	Course Title				
III	SCM-I	Service Operations Management				
Name of Faculty						
Type	Credits	Evaluation			Marks	
DSC	3	IE&UE			40:60	
Course Objectives: (CO)						
<ol style="list-style-type: none"> 1. Skill to comprehends concepts and role of ‘Service Operations Management 2. Ability to assess the impact of Service Operations Management on business in Current Scenario 3. To develop analytical skills for the Service Operations concept. 4. Skill to integrate Service operations concept into a business 						
Learning Outcomes:						
<ol style="list-style-type: none"> 1. Analysis of meaning of services and its importance in economy 2. Comprehensive overview of Service Operations and areas affected by it 3 Interpretation the difference between ‘Service Operations’ and ‘Manufacturing Operations 4. Analysis and integration of Service Processes 5. Interpretations of Service Quality Models 						
Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Introduction</p> <p>Introduction and Evolution of Service Operations Management, Understanding the challenges of Operations Managers, Focused and Unfocused Service</p>	5	1	Lectures / Presentation	Remembering /Understanding	Quiz / University Exam

2	Supply chain Relationships Customer Expectation and satisfaction, Supply Chain relationship in services, Managing Intermediaries in service supply Chain, Designing service processes	10	2	Case studies/ Lectures / Presentation / Application using MS Excel	Apply/ Analyse/ Evaluate	Quiz / Case Discussion/ University Exam
3	Measurement and Control Measuring controlling and managing, Human dimension in services management; Selection and	10	3	Case studies/ Lectures / Presentation / Application	Apply/ Analyse/ Evaluate	Quiz / Case Discussion/ University Exam

	use of enabling technologies.			using MS Excel		
4	Service strategies Formulation, Growth and expansion strategies; Service firm competitiveness, World class service delivery firms; Service Management in the International arena	10	4	Case studies/ Lectures / Presentation / Application using MS Excel	Apply/ Analyse/ Evaluate	Quiz / Case Discussion/ University Exam
5	Service quality models Managing service resources, Quality Management (Introduction) Service Quality Models Method to measure service quality Validation and verification of Quality Measurement tools	10	5	Case studies/ Lectures / Presentation / Application using MS Excel	Apply/ Analyse/ Evaluate / Create	Quiz / Case Discussion/ University Exam

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Robert Johnston Graham Clark Michael Shulver	Service Operations Management : Improving Service Delivery		Pearson

2	James A. Fitzsimmons	Service Management : Operations, Strategy, Information Technology		McGraw Hill Higher Education
Online Resources	Website address			
1	https://www.mckinsey.com/capabilities/operations/how-we-help-clients/service-operations			
2	https://www.poms.org/pomjournal/departments/serviceopsman			
3	https://en.wikipedia.org/wiki/Operations_management_for_services			
MOOCS	Website address			
1	https://www.coursera.org/courses?query=operations%20management			
2	https://www.shiksha.com/online-courses/operations-management-courses-certification-training-st453-tg219			
3	https://www.edx.org/learn/operations-management			

Programme: MBA (GENERAL) CBCS - Revised Syllabus w.e.f. - Year 2022 2023			
Semester	Course Code	Course Title	
III	SCM 02	Logistics & Supply Chain Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM). To acquire the working knowledge. To understand the JIT and SCM concepts and applicability to industrial examples. To know the concept of 5R in achieving Customer satisfaction/ delight. 			
Learning Outcomes :			
<ul style="list-style-type: none"> Develop a sound understanding of the important role of supply chain management in Today's business environment. Become familiar with current supply chain management trends. Learn logistics concepts and basic activities. Know the types of transportation systems. Know the third, fourth party logistics. 			

Unit	Content	Sessions	Co Number s	Teaching Methodology	Congnetio n Level	Evaluation Tools
1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and SupplyChain	10	CO 1	Lecture with Quiz	Understand	Quiz End Term Internals: Short Answers
2	Planning and SCM: Planning Demand & Supply chain, types of distributionnetwork, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level	10	CO 2	Lecture with Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions

3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R. Sourcing and pricing of logistics.	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based Questions/Applied Questions
4	Transportation Systems: Types of transportation systems & their merits/demerits, selection of suitable type, complexities in transportation, and exporting the goods, role of forwarding and clearing agents and documentation requirements	10	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness.	10	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Current Trends in Logistics and SCM: Current developments/practices-MRP, MRPII, 3PL, 4PL, use of IT.	10	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management-Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies

6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>
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Online Resources:

Online Resources No	Web site address
1	www.poms.org
2	www.searchmanufacturingerp.techtarget.com
3	www.inderscience.com
4	www.logisticsmgmt.com
5	www.ionlogistics.eu

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Mapped by: Dr.P.S.Patil Associate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA CBCS – Revised Syllabus w.e.f – 2022-2023			
Semester	Course Code	Course Title	
IV	SCM-III	Supply Chain Analytics	
Name of Faculty			
Type	Credits	Evaluation	Marks
DSC	3	IE&UE	40:60
Course Objectives: (CO)			
<ol style="list-style-type: none"> 1. Apply analytical tools along with conceptual theories to support decision-making across business functions. 2. Analyse real-world business challenges and develop evidence-based, innovative solutions. 3. Students will identify current industry standards and best practices and apply these principles across core business functions. 4. Students will evaluate best practices in core business areas and integrate them to develop solutions that align with industry standards. 			
Learning Outcomes:			
<ol style="list-style-type: none"> 1. Be able to apply the conceptual knowledge and analytics for effective decision making 2. Be able to evaluate real world business problems and create contemporary business solutions 3. Develop an understanding of cross-cultural business contexts and communicate effectively with diverse stakeholders 4. Demonstrate value-based leadership and team-work capabilities in multidisciplinary settings 			

5. Demonstrate knowledge in core business areas based on current industry standards and best practices

Unit	Contents	Sessions (Hrs.)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Overview of logistics and supply chain</p> <p>SCM and competitive advantage Driving forces for SCM. Supply chain analytics: descriptive, predictive, and prescriptive analytics</p>	5	1	Lectures / Presentation	Remembering /Understanding	Quiz / Case Discussion/ University Exam
2	<p>Facility Location modelling through heuristics and other approaches</p> <p>Overview of facility location modelling. Single and multiple facility location Huff-retail location model for estimating market potential</p>	10	2	Case studies/ Lectures / Presentation /Application using MS Excel	Apply/ Analyse/ Evaluate	Quiz / Case Discussion/ University Exam

	Quantitative modelling in multiple facility location: P-median location problem					
3	<p>Tactical and operational decisions in warehousing</p> <p>Warehouse Planning. Warehouse operations and layout decisions. Handling Decisions. Layout configuration decisions.</p>	10	3	Case studies/ Lectures / Presentation / Application using MS Excel	Apply/ Analyse/ Evaluate	Quiz / Case Discussion/ University Exam
	<p>Supply chain network analytics</p> <p>Evaluating network design decisions using decision trees</p>					

4	<p>Evaluation of global supply chain design decisions under uncertainty Inventory under uncertainty and service levels</p> <p>Factors affecting safety inventory. Understanding demand uncertainty. Service levels and product availability measures. Average inventory level. Unit service level or fill rate estimation.</p>	10	4	Case studies/ Lectures / Presentation / Application using MS Excel	Apply/ Analyse/ Evaluate	Quiz / Case Discussion/ University Exam
5	<p>Routing under travelling salesman problem algorithm</p> <p>Characteristics of routing and scheduling problem. Travelling salesman problem (TSP). Branch and bound method Heuristics for solving TSP. Construction heuristics Vehicle routing problems (VRP) Clarke-wright savings algorithm for solving routing problems. Sweep heuristics for VRPs. Vehicle scheduling methods.</p>	10	5	Case studies/ Lectures / Presentation / Application using MS Excel	Apply/ Analyse/ Evaluate / Create	Quiz / Case Discussion/ University Exam

<p>Muti-Criteria Decision Making</p> <p>Terminologies in MADM or MCDM Application of Analytic Hierarchy process in supplier selection</p>						
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Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Vijayaraghavan, T.A.S.	Supply Chain Analytics	2021	Wiley. (SCA)

2	Chopra, S. and Meindl, P. (2012)	Supply Chain Management : Strategy, Planning & Operation (5th Eds.)		Pearson Education. (SCM)
Online Resources	Website address			
1	https://www.ibm.com/think/topics/supply-chain-analytics			
2	https://en.wikipedia.org/wiki/Category:Supply_chain_management			
3	https://en.wikipedia.org/wiki/Supply-chain-management_software			
4	https://www.gep.com/blog/technology/why-you-must-invest-in-supply-chain-analytics			
MOOCS	Website address			
1	https://www.coursera.org/courses?query=supply%20chain			
2	https://iimmumbai.ac.in/pmgatishakti/swayam-mooc-course-on-and-supply-chain-digitization			
3	https://www.mooc-list.com/tags/supply-chain-management			

**Programme: MBA (GENERAL) CBCS - Revised Syllabus w.e.f. - Year 2022
2023**

Semester	Course Code	Course Title	
IV	SCM 04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> To gain in depth knowledge of World Class Manufacturing (WCM) systems in globally Leading Manufacturers. To gain concept of Strategic Decisions for business, JIT, Total Employee involvement. To get acquainted with the use of IT, ERP and MRP systems 			
Learning Outcomes :			
<ul style="list-style-type: none"> Demonstrate the relevance and basics of World Class Manufacturing. Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing. Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing. Understand recent trends in manufacturing to meet the current and future business challenges. Compare the existing industries with WCM industries. 			

Unit	Contents	Sessions (Hours)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success Technology, systems approach and change in the mindset	10	CO 1	Lecture with Quiz	Understand	Quiz End Term Internals: Short Answers
2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	10	CO 2	Lecture with PPT's Case Study Psychometric Tools	Apply (Analyse)	Case Study , Newspaper Article End Term: Applied Questions
3	Materials Planning: Resources planning - Materials Requirement (MRP). Manufacturing Resources	10	CO 3	Lecture with PPTs Case Study	Analyse	Case Study with Presentations End Term Exams: Case based
	planning (MRP-II) Enterprise Resources Planning (ERP).					Questions/Applied Questions

4	Just in Time (JIT): Just-In- Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	10	CO4	Lectures with PPTs Group Activity Video Cases	Evaluate	Group Activity End Term Exam: Short case and situation based questions
5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.	10	CO5	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	10	CO6	Lectures with PPTs Flip Classroom	Evaluate	Activity End Term: Theory Applied

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C	World-Class	2018	Infinity press
	Saxena, Ashish Kumar	Manufacturing- A Strategic Perspective		
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4– International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger & Associates
5– International	Carlo Baroncelli&Noela B allerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6– International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

Online Resources:

Online Resources No	Web site address
1	https://www.wcm.fcagroup.com/
2	www.iso.org

MOOCs:

Online Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
4	www.alison.com

Mapped by: Dr.P.S.Patil Associate Professor- BVDU- IMRDA,Sangli	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
III	HCM-01	Healthcare Leadership & Change Management	
	Prepared by	Dr. Adveta Gharat	
Type	Credits	Evaluation	Marks
	3	IE+UE	100
Course Objectives:			
<ol style="list-style-type: none"> 1. Understand the principles and practices of leadership within healthcare organizations. 2. Develop strategies for effective leadership in managing healthcare teams. 3. Apply change management theories to healthcare settings. 4. Examine the challenges of leading in a rapidly changing healthcare environment. 5. Develop leadership skills for managing conflict and crises in healthcare organizations. 6. Evaluate the effectiveness of various leadership styles in healthcare. 			
Course Outcomes :			

CO1: Demonstrate effective leadership in healthcare organizations.

CO2: Develop strategies for leading teams in complex healthcare environments.

CO3: Apply change management frameworks to healthcare organizations

CO4: Address the challenges of leading change in healthcare systems

CO5: Manage conflicts and crises with appropriate leadership techniques

CO6: Critically assess the impact of different leadership styles on healthcare outcomes

Unit		Sessions (Hours)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Unit 1: Principles of Leadership in Healthcare</p> <ul style="list-style-type: none"> • Leadership theories (Transformational, Transactional, Servant Leadership, Situational, Leader-Member Exchange, Authentic, Path Goal, Distributed Leadership) and models- (Transformational , Situational, Leadership Grid, Servant-Leadership, The path-goal-House, Authentic-Avolio & Gardner, Contingency Leadership Model (Fiedler), Full Range Leadership Model (Bass & Avolio), The Four-Component Model of Leadership (Northouse) • Importance of leadership in healthcare settings • Leadership competencies and skills for healthcare managers • The role of emotional intelligence in healthcare leadership • Ethical leadership in healthcare organizations • Leadership vs. management in healthcare: Key differences 	8	CO1	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Developing leadership in diverse healthcare environments • The impact of leadership on healthcare quality and patient outcomes 					
2	<p>Unit 2: Healthcare Teams and Team Management</p> <ul style="list-style-type: none"> • Building and leading effective healthcare teams • Conflict resolution strategies • Team dynamics and collaboration in healthcare settings • The role of interprofessional teams in improving patient care • Motivating healthcare teams for optimal performance • Managing multidisciplinary teams in healthcare environments • Communication skills for healthcare leaders in team management • Strategies for fostering a culture of teamwork and trust in healthcare 	8	CO2	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

3	<p>Unit 3: Change Management in Healthcare</p> <ul style="list-style-type: none"> • Change management models (Kotter’s, Lewin’s model) • Leading organizational change in healthcare • Assessing the readiness for change in healthcare organizations • Overcoming resistance to change in healthcare settings • Communicating change effectively to healthcare staff • Evaluating the impact of change on healthcare operations and culture • Tools for implementing successful change management strategies in healthcare. • The role of leadership in sustaining long-term organizational change 	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
4	<p>Unit 4: Leading Healthcare in Times of Crisis</p> <ul style="list-style-type: none"> • Managing crises in healthcare organizations • Leadership during health emergencies (e.g., pandemics) • Crisis communication and decision-making in healthcare • Psychological resilience and leadership during healthcare crises • Preparing healthcare organizations for unexpected challenges • The role of healthcare leaders in restoring normalcy post-crisis • Building crisis management teams in healthcare settings • Lessons learned from past healthcare crises: 	8	CO4. CO5	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	Improving future responses					
5	<p>Unit 5: Evaluating Leadership Styles in Healthcare</p> <ul style="list-style-type: none"> • Different leadership styles: transformational, transactional, and situational • Impact of leadership on organizational outcomes in healthcare • Adaptive leadership in complex healthcare environments • Leading through influence: Non-hierarchical leadership in healthcare • Leadership and innovation: Encouraging creative problem-solving in healthcare • Evaluating the effectiveness of leadership styles in improving patient outcomes • The relationship between leadership style and employee satisfaction in healthcare • Developing a personalized leadership development plan for healthcare leaders 	8	CO6	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Eileen O'Keefe	Leadership in Healthcare: A Review of the Evidence	2011	Health Administration Press

2	Mark E. Blumenthal	The Healthcare Executive's Guide to Leading Change	2014	Health Administration Press
3	Joanne P. Watson	Leading Healthcare Teams	2017	Springer
4	Margaret R. Gergen	Change Management in Healthcare: A Systematic Approach	2014	Jones & Bartlett Learning

ONLINE RESOURCES-

Resource No.	Website Address
1	<ul style="list-style-type: none"> Center for Creative Leadership (CCL) - Healthcare Leadership – www.ccl.org

MOOCS-

Resource No.	Website Address
1	Leadership Communication for Maximum Impact: Storytelling Coursera
2	DoaneX: Leading Organizational Change in Healthcare edX

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
III	HCM-02	Healthcare Policy & Strategic Planning	
	Prepared by	Dr. Adveta Gharat	
Type	Credits	Evaluation	Marks
	3	IE+UE	100
Course Objectives:			
<ol style="list-style-type: none"> To understand healthcare policy frameworks and their impact on the healthcare industry. To analyze strategic planning models within healthcare organizations. To evaluate the influence of global health policies on national healthcare systems. To develop strategies for adapting to changes in healthcare regulations. To analyze the relationship between policy, strategy, and operational outcomes. To design a strategic planning process for healthcare organizations that accounts for legal, economic, and social factors. 			
Course Outcomes :			
CO1: Demonstrate understanding of healthcare policies at the national and global levels.			
CO2: Apply strategic planning models to healthcare settings			
CO3: Evaluate the role of policy in healthcare system efficiency and effectiveness			
CO4: Design and implement strategies to align healthcare organizations with evolving policies			

CO5: Understand global healthcare policies and their implications for national healthcare systems

CO6: Develop and execute a comprehensive strategic healthcare plan

Unit		Sessions (Hours)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p>Unit 1: Introduction to Healthcare Policy</p> <ul style="list-style-type: none"> • National healthcare policies and frameworks- Overview of healthcare systems and policy development in different countries. • International health policy (WHO, global agreements)- The role of WHO and global health agreements (e.g., SDGs, Global Health Agenda). • Healthcare policy tools and methods- Policy development processes, policy evaluation, and tools for policy analysis. • Healthcare policy trends and reforms- Emerging trends in healthcare policy and ongoing reforms worldwide. • Influence of political systems on healthcare policy- How different political structures and ideologies affect healthcare policy decisions. • Healthcare policy and social determinants of health- Addressing social determinants of health through policy initiatives. • Role of healthcare lobbying and advocacy groups- How professional associations and advocacy groups shape policy decisions. • Healthcare policy and the public-private 	8	CO1	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<p>partnership- Exploring the role of public-private partnerships in shaping healthcare policy.</p>					
2	<p>Unit 2: Strategic Planning in Healthcare</p> <ul style="list-style-type: none"> • Understanding strategic management in healthcare- The role of strategic planning in healthcare organizations, frameworks for healthcare strategy development. • SWOT analysis for healthcare organizations- How to apply SWOT analysis to identify organizational strengths, weaknesses, opportunities, and threats in healthcare. • Healthcare market analysis and competitive strategies- Analyzing market forces, competitors, and developing strategies to stay competitive in healthcare. • Healthcare strategic alignment with patient outcomes- How strategic plans can be designed to improve patient care and operational efficiency. • Stakeholder engagement in healthcare strategy development- Identifying and engaging key stakeholders in the strategic planning process. • Benchmarking and performance measurement- Tools for benchmarking healthcare performance and setting realistic strategic goals. • Risk management in healthcare strategy- Identifying and mitigating risks while formulating strategic plans. 	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Innovation in healthcare strategy- Exploring the role of technological advancements and innovations in shaping healthcare strategies. 					
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3	<p>Unit 3: Legal and Ethical Implications in Healthcare Policy</p> <ul style="list-style-type: none"> • Ethical and legal challenges in healthcare policy- Major ethical dilemmas (e.g., access to care, resource allocation) and legal concerns in healthcare policy. • Policy and legal frameworks in healthcare management- Key legal and policy frameworks like HIPAA, GDPR, and others governing healthcare practices. • Governance and accountability in healthcare policy- The role of governance structures in ensuring accountability and transparency in healthcare policy implementation. • Ethical decision-making models in healthcare policy- Various models of ethical decision-making applied in healthcare policy development. • Public health law and policy- Legal and policy issues related to public health emergencies, health rights, and health equity. • Privacy, confidentiality, and data protection in healthcare- Ethical and legal challenges related to patient data privacy and security in healthcare policies. • Health policy and access to care- Legal 	8	CO3	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz
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	<p>implications related to equitable access to healthcare services.</p> <ul style="list-style-type: none"> • The role of international law in healthcare policy- How international legal frameworks, such as the WHO's International Health Regulations, influence national healthcare policies. 					
4	<p>Unit 4: Policy Impact on Healthcare Organizations</p> <ul style="list-style-type: none"> • Effects of policy changes on hospital administration- How changes in healthcare policies affect hospital management, operations, and patient care. • Budgeting, finance, and policy compliance- The financial implications of policy decisions on healthcare institutions and compliance requirements. • Regulatory and accreditation issues in healthcare organizations- How healthcare policies impact regulatory standards and accreditation processes. • Impact of healthcare reform on healthcare organizations- Analyzing how national reforms (like ACA) influence healthcare delivery and organization management. • Workforce management and policy changes- How policy changes impact staffing, training, and human resource management in healthcare organizations. • Cost-effectiveness and policy-driven healthcare funding- Evaluating how healthcare funding policies affect the cost-effectiveness of service delivery. 	8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Patient care quality and healthcare policy- How healthcare policies influence the quality of patient care, safety, and outcomes. • Technology adoption and policy impact- The role of policy in driving technological innovations (e.g., EHRs, telemedicine) within healthcare organizations. 					
5	<p>Unit 5: Global Health Policies and Strategies</p> <ul style="list-style-type: none"> • International policy trends and their influence on local systems-How global health trends, such as universal health coverage (UHC), impact local healthcare policies. • Global health initiatives and their impact on healthcare strategy- Analyzing global initiatives like the Global Fund, GAVI, and their influence on national healthcare strategies. • Case studies on policy changes and healthcare outcomes- Real-world examples of healthcare policy changes (e.g., tobacco control, vaccination programs) and their outcomes. • Global health governance structures and their influence on national health policies- The influence of international organizations like WHO, UNICEF, and the World Bank in shaping health policies globally. • Global health inequalities and their impact on policy formulation- Examining how healthcare policies address or perpetuate 	8	CO5, CO6	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<p>health inequities on a global scale.</p> <ul style="list-style-type: none"> • Public health systems in developed vs. developing countries- Comparative analysis of healthcare policies in different countries, highlighting the impact on service delivery. • The role of non-governmental organizations (NGOs) in global health policy- How NGOs influence global health policies and drive healthcare initiatives worldwide. • International health emergencies and policy response- Examining the policy responses to international health crises, such as pandemics, and their impact on healthcare strategy. 					
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Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Andrew T. W. Lumsden	Healthcare Policy and Planning	2012	Palgrave Macmillan
2	Peter M. Ginter	Strategic Management in Healthcare	2018	Health Administration Press
3	Donald A. Barr	Public Health and Healthcare Policy	2019	Jones & Bartlett Learning
4	Kent Buse	Global Health Policy	2012	Polity Press

ONLINE RESOURCES-

Resource No.	Website Address
1	<ul style="list-style-type: none"> • <u>World Health Organization (WHO) - Health Policies</u>

MOOCS-

Resource No.	Website Address
1	Strategic Management Coursera
2	Healthcare Administration MicroMasters® Program

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023						
Semester	Course Code	Course Title				
IV	HCM-03	Healthcare System Management				
	Prepared by	Dr. Adveta Gharat				
Type	Credits	Evaluation	Marks			
	3	IE+UE	100			
Course Objectives:						
<ol style="list-style-type: none"> Understand the structure and functioning of healthcare systems. Examine the role of healthcare policies and regulations in shaping healthcare delivery. Develop frameworks for managing healthcare organizations. Analyze the healthcare delivery models used globally and locally. Understand the integration of various healthcare service providers and sectors. Evaluate the impacts of technology on healthcare systems. 						
Course Outcomes :						
<p>CO1: Understand the organizational structure and functioning of healthcare systems.</p> <p>CO2: Assess the impact of healthcare policies on organizational management.</p> <p>CO3: Develop strategies for efficient management of healthcare services.</p> <p>CO4: Evaluate global and local healthcare delivery models.</p> <p>CO5: Integrate healthcare services across different sectors.</p> <p>CO6: Assess the role of emerging technologies in transforming healthcare systems.</p>						
Unit		Sessions (Hrs)	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools
1	<p>Unit 1: Overview of Healthcare Systems</p> <ul style="list-style-type: none"> Types of healthcare systems worldwide- Different healthcare models: Beveridge, Bismarck, National Health Insurance, and Out-of-Pocket. Healthcare delivery models- Healthcare delivery models, including 	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<p>primary care, secondary care, and tertiary care.</p> <ul style="list-style-type: none"> • Comparison of public vs. private healthcare systems- Exploring the benefits and drawbacks of public and private healthcare systems. • Key stakeholders in healthcare systems- Identification of stakeholders: government, providers, payers, and patients. • Funding mechanisms for healthcare systems- Understanding the financing of healthcare systems: taxation, insurance, and out-of-pocket payments. • Healthcare system challenges and inefficiencies- Identifying challenges like access, equity, and cost control within healthcare systems. • Role of health insurance in healthcare systems- Exploring the role and impact of private and public health insurance. • Health outcomes and system performance metrics- Metrics and indicators used to measure the effectiveness of healthcare systems (e.g., life expectancy, quality of care). 					
2	<p>Unit 2: Healthcare Policies and Regulations</p> <ul style="list-style-type: none"> • Regulatory frameworks in healthcare- National and international regulatory bodies (e.g., FDA, WHO, local regulatory authorities). • Health policy development and its impact- Stages of policy development: formulation, implementation, and evaluation. • Legal aspects of healthcare management- 	8	CO2	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<p>Legal issues such as patient rights, medical malpractice, and healthcare laws.</p> <ul style="list-style-type: none">• Public health policies and their effectiveness- Evaluating public health policies such as vaccination, smoking cessation, and disease prevention programs.• Health equity and social justice in healthcare policy- Addressing disparities and ensuring equitable access to healthcare services.• Global healthcare regulations and their influence- How global regulations (e.g., WHO guidelines) influence local healthcare practices.• The role of data and evidence in healthcare policy formulation- Using health data to inform policy decisions and improve system outcomes.• Healthcare policy challenges: affordability and accessibility- Addressing challenges of making healthcare affordable and accessible for all populations.					
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3	<p>Unit 3: Managing Healthcare Organizations</p> <ul style="list-style-type: none"> • Organizational structures and functions- Hierarchical structures in healthcare organizations: hospital administration, clinical departments, and support services. • Healthcare leadership and management- Leadership styles in healthcare settings: transformational, transactional, and servant leadership. • Strategic planning and decision-making in healthcare organizations- Approaches to setting goals, aligning resources, and making strategic decisions in healthcare. • Financial management in healthcare organizations- Budgeting, accounting, and financial planning for healthcare organizations. • Human resource management in healthcare organizations- Recruitment, training, retention, and workforce planning for healthcare staff. • Quality management and patient safety- Approaches to improving quality of care, patient safety protocols, and managing adverse events. • Stakeholder management in healthcare organizations- Managing relationships with patients, staff, government, and insurance providers. • Crisis management in healthcare organizations- Managing healthcare operations 	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
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	during emergencies, such as natural disasters or health pandemics.					
4	<p>Unit 4: Global and Local Healthcare Delivery Models</p> <ul style="list-style-type: none"> • Comparative study of healthcare models (e.g., NHS, ACA)- A comparison of different national healthcare systems, such as the UK's NHS, the US's ACA, and other models globally. • Strengths and challenges of various models- Exploring the pros and cons of different healthcare delivery models in terms of cost, access, and quality. • Integrated care models- The importance of integrated care, including multidisciplinary teams and care coordination across healthcare services. • Private vs. public healthcare delivery models- A comparison of private and public healthcare delivery models, and their implications for patient care. • Universal healthcare and access to services- Examining the challenges and successes of universal healthcare models (e.g., single-payer systems). • Healthcare delivery in rural vs. urban settings- The differences in healthcare delivery and challenges faced by rural and urban populations. 	8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Impact of globalization on healthcare delivery- How globalization influences healthcare delivery, including medical tourism and cross-border healthcare services. • Telemedicine and remote healthcare delivery- The growing role of telemedicine and its integration into global and local healthcare systems. 					
5	<p>Unit 5: Technology and Healthcare Integration</p> <ul style="list-style-type: none"> • Role of technology in healthcare systems- How technology enhances patient care, improves efficiency, and streamlines operations. • Emerging technologies in healthcare delivery- Examples of new technologies: AI, machine learning, robotics, and genomics. • Electronic Health Records (EHR) and Health Information Systems (HIS)- The implementation, benefits, and challenges of electronic health records in healthcare systems. • Health Information Exchange (HIE)- Facilitating data sharing across healthcare providers to improve care coordination. • Telemedicine and mobile health (mHealth)- The rise of telemedicine platforms and mobile health applications for remote care and monitoring. • Blockchain technology in healthcare- How blockchain can enhance data security, patient privacy, and supply chain 	8	CO5, CO6	Lecture withPpts Quiz	Understand, Apply, Evaluate, Create	Quiz

<p>management in healthcare.</p> <ul style="list-style-type: none"> • The impact of big data and analytics on healthcare systems- How big data analytics can drive informed decision-making, improve patient outcomes, and optimize resource allocation. • Cybersecurity in healthcare systems- Addressing the challenges and risks of cybersecurity in healthcare, especially with the rise of digital health tools and records. 					
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Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	R. D. G. McPhee	Healthcare Systems: A Global Survey	2007	Palgrave Macmillan
2	J. M. Huber	Health Policy and Politics: A Nurse's Guide	2010	Jones & Bartlett Learning
3	S. L. Lee	Essentials of Health Care Management	2012	Jones & Bartlett Learning
4	J. L. Joseph and S. S. Fottler	Managing Health Services Organizations and Systems	2012	Health Administration Press

ONLINE RESOURCES-

Resource No.	Website Address
1	Yale SOM Executive Education: Healthcare Management edX
2	The Business of Health Care Coursera

MOOCS-

Resource No.	Website Address
1	World Health Organization (WHO) - Health Systems – www.who.int

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023

Semester	Course Code	Course Title	
IV	HCM-04	Healthcare Project Management	
	Prepared by	Dr. Adveta Gharat	
Type	Credits	Evaluation	Marks
	3	IE+UE	100

Course Objectives:

1. Understand the principles and tools used in healthcare project management.
2. Learn how to manage healthcare projects from initiation to completion.
3. Apply project management frameworks in the healthcare sector.
4. Develop project planning, budgeting, and scheduling skills for healthcare projects.
5. Identify and manage risks associated with healthcare projects.
6. Evaluate the outcomes and impact of healthcare projects.

Course Outcomes :

- CO1:** Demonstrate knowledge of project management principles in healthcare.
- CO2:** Effectively manage healthcare projects across their lifecycle.
- CO3:** Apply project management tools and frameworks to healthcare projects.
- CO4:** Develop project plans, budgets, and schedules for healthcare projects.
- CO5:** Identify and manage risks in healthcare projects.
- CO6:** Assess the success of healthcare projects and their impact.

Unit		Sess ions (Hr s)	COs Number	Teaching Methodolog y	Cognitio nLevel	Evaluati onTools
1	<p>Unit 1: Introduction to Healthcare Project Management</p> <ul style="list-style-type: none"> • Key principles and concepts in project management- Introduction to project management methodologies (e.g., Waterfall, Agile, PRINCE2). • Overview of healthcare project types- Types of healthcare projects (e.g., IT system implementation, hospital construction, clinical process improvement). 	8	CO1	Lecture withPpts Quiz	Understan d,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Roles and responsibilities in healthcare project management- Key roles such as project manager, team members, and stakeholders in healthcare projects. • Project lifecycle and phases- Stages in the project lifecycle: initiation, planning, execution, monitoring, and closure. • Healthcare project constraints: scope, time, and cost- Managing the triple constraints in healthcare projects. • Stakeholder identification and engagement in healthcare projects- Identifying key stakeholders (patients, doctors, administration) and effective engagement strategies. • Importance of communication in healthcare projects- Effective communication strategies for team coordination and stakeholder engagement. • Healthcare project management software tools- Overview of project management tools (e.g., Microsoft Project, Asana, Trello) used in healthcare projects. 					
2	<p>Unit 2: Project Planning in Healthcare</p> <ul style="list-style-type: none"> • Defining project scope and objectives- Setting clear, measurable objectives and scope boundaries in healthcare projects. • Developing project timelines, budgets, and resources- Estimating timeframes, budgeting, and resource allocation. 	8	CO2	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Work Breakdown Structure (WBS) in healthcare projects- How to break down complex healthcare projects into manageable tasks. • Creating a project charter- Developing a formal project charter to define the project goals, scope, and stakeholders. • Risk identification and assessment during planning- Identifying potential risks early in the project planning phase. • Team formation and role assignment- Identifying the right team members for healthcare projects and assigning roles based on skills and expertise. • Setting milestones and project deliverables- Establishing project milestones and deliverables to track progress. • Budget forecasting and financial management in healthcare projects- Detailed financial planning and cost estimation for healthcare projects 					
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3	<p>Unit 3: Healthcare Project Execution and Monitoring</p> <ul style="list-style-type: none"> • Implementing project plans- Steps for carrying out the project plan and ensuring its alignment with goals. • Monitoring and controlling project progress- Tracking the progress of healthcare projects using KPIs, Gantt charts, etc. • Change management in project execution- Managing changes in scope, timelines, or 	8	CO2,CO3, CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
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	<p>resources during project execution.</p> <ul style="list-style-type: none"> • Quality assurance and control in healthcare projects- Ensuring the delivery of high-quality outputs, especially in patient care-related projects. • Resource allocation and management- Optimizing resource use (human, financial, and physical resources) throughout project execution. • Progress reporting and documentation- Reporting project progress to stakeholders through regular updates and documentation. • Team coordination and conflict management- Managing team collaboration and resolving conflicts effectively in a healthcare setting. • Utilizing project management tools for tracking and monitoring- Using software tools for task management, resource allocation, and progress tracking (e.g., Gantt charts, Microsoft Project). 					
4	<p>Unit 4: Risk Management in Healthcare Projects</p> <ul style="list-style-type: none"> • Identifying risks and developing mitigation plans- Risk identification techniques (e.g., brainstorming, SWOT analysis) specific to healthcare projects. • Tools for managing project risks in healthcare- Tools such as risk matrices, risk registers, and Monte Carlo simulations. 	8	CO5	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Assessing the likelihood and impact of risks- Evaluating risks based on their probability and potential impact on healthcare projects. • Strategies for mitigating common healthcare project risks- Mitigating risks such as delays, budget overruns, patient safety concerns, or legal challenges. • Contingency planning and risk response strategies- Developing contingency plans and proactive measures for identified risks. • Risk communication and reporting- Communicating risks to stakeholders and ensuring transparency during the project. • Compliance and regulatory risks in healthcare projects- Identifying and managing risks related to compliance with healthcare regulations (HIPAA, GDPR). • Emergency response planning in healthcare projects- Planning for unexpected events such as medical emergencies, IT system failures, or natural disasters. 					
5	<p>Unit 5: Project Evaluation and Impact Assessment</p> <ul style="list-style-type: none"> • Evaluating project outcomes- Measuring the success of a healthcare project based on defined objectives and KPIs. • Assessing the impact of healthcare projects on patient care and 	8	CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<p>organizational goals- Analyzing how project outcomes influence patient satisfaction, care quality, and organizational performance.</p> <ul style="list-style-type: none"> • Post-project review and lessons learned- Conducting post-project reviews to identify lessons for future healthcare projects. • Cost-benefit analysis in healthcare project evaluation- Evaluating the economic benefits of a healthcare project relative to its costs. • Stakeholder feedback and satisfaction surveys- Collecting feedback from key stakeholders (patients, staff, administrators) to assess project impact. • Sustainability and long-term impact of healthcare projects Ensuring healthcare projects have lasting, positive impacts on healthcare delivery. • Using data analytics for project evaluation- Leveraging data analytics and metrics to assess project effectiveness and identify areas for improvement. • Regulatory compliance and post-project audits- Ensuring healthcare projects are compliant with regulations during and after completion, including audits for project performance. 					
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Shari L. Worthington	Healthcare Project Management	2013	Auerbach Publications

2	David Shirley	Project Management in Healthcare: A Comprehensive Guide	2016	CRC Press
3	A. J. M. Fountaine	Managing Healthcare Projects	2017	Wiley-Blackwell
4	John R. Schaefer	The Handbook of Healthcare Project Management	2011	CRC Press

ONLINE RESOURCES-

Resource No.	Website Address
1	Project Management Institute (PMI) - Healthcare Projects - www.pmi.org

MOOCS-

Resource No.	Website Address
1	<u>University of Cape Town: Agile Project Management edX</u>
2	<u>Project Management Essentials: Career Path, Methodologies & Organizational Culture</u>

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023

Semester	Course Code	Course Title	
III	HTM-01	Artificial Intelligence in Healthcare	
	Prepared by	Dr. Adveta Gharat	
Type	Credits	Evaluation	Marks
	3	IE+UE	100

Course Objectives:

1. Understand the role of AI in healthcare.
2. Learn about AI-based tools and technologies used in healthcare.
3. Analyze the impact of AI on healthcare processes and outcomes.
4. Apply AI algorithms to healthcare problems.
5. Study ethical and legal considerations of AI in healthcare.
6. Develop AI models for real-world healthcare applications.

Course Outcomes :

- CO1:** Demonstrate an understanding of AI's role in healthcare.
- CO2:** Identify and evaluate AI-based tools for healthcare applications.
- CO3:** Analyze the benefits and challenges of AI in healthcare outcomes.
- CO4:** Apply AI algorithms to solve healthcare problems.
- CO5:** Understand ethical and legal implications of using AI in healthcare.
- CO6:** Design AI models to improve healthcare processes.

Unit		Sess ions (Hr s)	COs Number	Teaching Methodolog y	Cognitio nLevel	Evaluati onTools
1	<p align="center">Unit 1: Introduction to Artificial Intelligence in Healthcare</p> <ul style="list-style-type: none"> • Overview of AI concepts and history in healthcare • AI-driven innovations and their applications • Benefits and challenges of AI in healthcare settings • The role of AI in transforming healthcare delivery models • Types of AI technologies (e.g., machine learning, robotics) used in healthcare 	8	CO1	Lecture withPpts Quiz	Understan d,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Understanding the limitations of AI in healthcare • The future of AI in healthcare: trends and predictions • The role of data in AI healthcare innovations 					
2	<p style="text-align: center;">Unit 2: AI-based Tools and Technologies in Healthcare</p> <ul style="list-style-type: none"> • Machine learning, deep learning, and neural networks in healthcare • Natural language processing (NLP) in medical records • AI in diagnostics, imaging, and decision support systems • AI in personalized medicine and treatment recommendations • Virtual health assistants powered by AI • Robotics and AI in surgery and patient care • Wearable AI devices for patient monitoring • Cloud computing and AI integration in healthcare 	8	CO2	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

3	<p style="text-align: center;">Unit 3: AI and Healthcare Outcomes</p> <ul style="list-style-type: none"> • AI's impact on improving patient outcomes • Analyzing AI's effect on clinical decision-making and operational efficiency • Case studies of AI in healthcare settings • The role of AI in preventive healthcare and early detection • Measuring the effectiveness of AI interventions in healthcare • The impact of AI on healthcare disparities and accessibility • AI in managing chronic diseases and remote patient monitoring • Collaborative models: AI and healthcare professionals working together. 	8	CO3, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
4	<p style="text-align: center;">Unit 4: AI Algorithms in Healthcare</p> <ul style="list-style-type: none"> • Introduction to key AI algorithms (e.g., decision trees, regression models) • Practical implementation of AI algorithms in healthcare problems • Tools for developing AI models in healthcare (Python, R, etc.) • Understanding supervised vs. unsupervised learning in healthcare applications • Evaluation metrics for AI models in healthcare (e.g., accuracy, precision, recall) • Building and training AI models for medical image analysis • Ethical considerations in algorithmic design for healthcare 	8	CO4, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> AI model validation and ensuring real-world reliability 					
5	<p>Unit 5: Ethical and Legal Considerations in AI in Healthcare</p> <ul style="list-style-type: none"> Data privacy issues in AI applications AI and decision-making in healthcare: accountability, fairness, and bias Legal challenges and regulations concerning AI use in healthcare The role of AI in informed consent and patient autonomy Ensuring transparency and explainability of AI models in healthcare Managing the risks of AI-driven errors in healthcare Ethical frameworks for AI implementation in clinical settings International standards and laws governing AI in healthcare 	8	CO5	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Parashar Shah	Artificial Intelligence in Healthcare	1 st , 2020	Springer
2	A. B. Shikha & S. Sharma	Machine Learning for Healthcare Technologies	1 st , 2021	Wiley
3	M. D. L. McKinney	AI in Healthcare	1 st , 2020	Elsevier

4	Eric Topol	Deep Medicine: How Artificial Intelligence Can Make Healthcare Human Again	1 st , 2019	Basic Books
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ONLINE RESOURCES-

Resource No.	Website Address
1	<ul style="list-style-type: none"> https://www.healthit.gov/ (U.S. Department of Health and Human Services - AI and Health IT)

MOOCS-

Resource No.	Website Address
1	HBKUx: Applications of AI in Healthcare edX
2	AI in Healthcare Coursera

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
III	HTM-02	Health Technology Integration & Management	
	Prepared by	Dr. Adveta Gharat	
Type	Credits	Evaluation	Marks
	3	IE+UE	100
Course Objectives:			
<ol style="list-style-type: none"> Understand the role of health technology in modern healthcare systems. Learn about the integration of health information systems in healthcare organizations. Analyze the strategic impact of technology on healthcare management. Gain knowledge of regulatory, ethical, and legal considerations in health technology adoption. Understand the importance of interoperability and system integration in healthcare IT. Develop critical thinking skills for managing technology-driven projects in healthcare organizations. 			
Course Outcomes :			
<p>CO1: Evaluate various health technologies used in healthcare systems.</p> <p>CO2: Apply strategic management principles to health technology adoption and integration.</p> <p>CO3: Analyze healthcare data and systems to drive decision-making in healthcare management.</p> <p>CO4: Integrate healthcare technologies effectively while adhering to ethical, legal, and regulatory standards.</p> <p>CO5: Lead and manage health IT projects within healthcare organizations</p> <p>CO6: Communicate the impact of health technology integration on the efficiency and quality of healthcare services</p>			

Unit		Sessions (Hours)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	<p style="text-align: center;">Unit 1: Introduction to Health Technology</p> <ul style="list-style-type: none"> • Overview of health technology • Key trends in healthcare IT • Role of technology in improving healthcare delivery • The evolution of health technology: Past, present, and future • The role of digital transformation in healthcare systems • Key players and stakeholders in the health technology ecosystem • Impact of mobile health (mHealth) technologies on patient care • Challenges in the adoption of health technology across different healthcare settings 	8	CO1	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz
2	<p style="text-align: center;">Unit 2: Health Information Systems and Integration</p> <ul style="list-style-type: none"> • Types of health information systems (HIS, EMR, EHR, etc.) • Data interoperability and standardization • Systems integration challenges and solutions • Integration of legacy systems with new health technologies • Cloud computing in healthcare information systems • Real-time data processing and its role in improving patient care 	8	CO2	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none">• Data security and privacy in health information systems• The role of Artificial Intelligence and machine learning in health system integration					
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3	<p style="text-align: center;">Unit 3: Strategic Management of Health Technology</p> <ul style="list-style-type: none"> • Strategic planning in healthcare technology • Implementing health tech strategies • Managing technology change in healthcare organizations • Aligning health technology strategies with organizational goals • Risk management in health technology projects • Developing and managing a technology roadmap for healthcare • Evaluating the return on investment (ROI) for healthcare technologies • Creating a culture of innovation and technology adoption in healthcare 	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
4	<p style="text-align: center;">Unit 4: Legal, Ethical, and Regulatory Aspects</p> <ul style="list-style-type: none"> • Healthcare regulations (HIPAA, GDPR, etc.) • Ethical considerations in healthcare technology • Legal challenges in data management and security • Compliance with standards for medical devices and software • Data governance and ownership in health technology • Legal implications of AI and predictive analytics in healthcare • Protecting patient rights and privacy in digital healthcare systems • Ethical dilemmas in technology-driven healthcare decisions 	8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

5	<p>Unit 5: Leadership in Health Technology Integration</p> <ul style="list-style-type: none"> • Leading IT projects in healthcare • Managing healthcare technology teams • Case studies on leadership in healthcare technology implementation • Key skills and competencies for leaders in health technology • Overcoming resistance to change in health technology adoption • Stakeholder management and communication in technology projects • Building cross-functional teams for successful health tech integration • Ethical leadership in the management of health technology initiatives 	8	CO5, CO6	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
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Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Kathleen M. LaTour & Shirley E. A. McLaughlin	Health Information Management: Concepts, Principles, and Practice	2018, 3rd Edition	AHIMA Press
2	Karen A. Wager, Frances W. Lee, John P. Glaser	Health Care Information Systems: A Practical Approach for Health Care Management	2017, 4th Edition	Jossey-Bass
3	Judy A. Siguaw & Lynne O. Lee	E-Health Care Information Systems: An Introduction for Students and Professionals	2015, 1st Edition	Wiley
4	Robert Wachter	The Digital Doctor: Hope, Hype, and Harm at the Dawn of Medicine's Computer Age	2015, 1st Edition	McGraw-Hill Education

ONLINE RESOURCES-

Resource No.	Website Address
1	HealthIT.gov - Resources

MOOCS-

Resource No.	Website Address
1	StanfordOnline: Strategy: Introduction to Telehealth and Enabling Technologies edX
2	Introduction to Digital health Coursera

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023						
Semester	Course Code	Course Title				
IV	HTM-03	Health Technology Entrepreneurship				
	Prepared by	Dr. Adveta Gharat				
Type	Credits	Evaluation	Marks			
	3	IE+UE	100			
Course Objectives:						
<ol style="list-style-type: none"> Understand the principles of entrepreneurship in health technology. Develop business models for health technology innovations. Analyze market trends and identify opportunities in health technology. Assess the regulatory landscape and legal considerations for health technology. Learn the process of funding and financing health technology ventures. Develop strategies for scaling and growing health technology startups. 						
Course Outcomes :						
<p>CO1: Demonstrate an understanding of health technology entrepreneurship principles.</p> <p>CO2: Create business models for health technology innovations.</p> <p>CO3: Evaluate market trends and opportunities in health technology.</p> <p>CO4: Understand regulatory and legal aspects of health technology ventures.</p> <p>CO5: Develop funding strategies for health technology startups.</p> <p>CO6: Design growth and scaling strategies for health technology startups.</p>						
Unit		Sessions (Hrs)	COs Number	Teaching Methodology	CognitionLevel	EvaluationTools

1	<p>Unit 1: Introduction to Health Technology Entrepreneurship</p> <ul style="list-style-type: none"> • Overview of entrepreneurship in healthcare • Role of innovation in health technology • Key challenges and opportunities in health tech entrepreneurship • The role of technology in transforming healthcare delivery • Identifying emerging trends and future directions in health tech • The intersection of healthcare, technology, and entrepreneurship • Government and private sector support for health tech startups • Ethics and responsibility in health tech innovation 	8	CO1	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
2	<p>Unit 2: Business Models for Health Technology Innovations</p> <ul style="list-style-type: none"> • Developing sustainable business models • Innovation-driven business strategies • Case studies of successful health tech startups • Value proposition in health tech businesses • The role of partnerships and collaborations in health tech entrepreneurship • Understanding B2B and B2C business models in health tech • Market adoption strategies for new health technologies • Designing scalable and flexible business models for healthcare innovations 	8	CO2	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

3	<p>Unit 3: Market Analysis and Opportunity Identification</p> <ul style="list-style-type: none"> • Market research techniques • Identifying unmet needs in healthcare • Competitive analysis in the health technology space • Trends in consumer healthcare and digital health • Healthcare market segmentation and targeting • Assessing the market potential of health technology solutions • Conducting feasibility studies for health tech products • Collaboration with healthcare providers to validate market needs 	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
4	<p>Unit 4: Regulatory and Legal Considerations in Health Technology</p> <ul style="list-style-type: none"> • Understanding health regulations and compliance • Legal structures for health tech startups • Intellectual property (IP) issues in health technology • Navigating FDA approval and medical device regulations • Data privacy and cybersecurity regulations (HIPAA, GDPR) • Ethical and legal issues in healthcare technology deployment • Risk management and liability concerns in health tech • International regulatory considerations for health technology products 	8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

5	Unit 5: Funding, Financing, and Scaling Health Technology Ventures <ul style="list-style-type: none"> Funding sources for health tech startups (venture capital, angel investors, crowdfunding) Financial modeling for health tech businesses Strategies for scaling health tech startups Understanding financial metrics and KPIs in health tech businesses Pitching to investors: Creating effective business plans and presentations The role of government grants and subsidies in health tech funding Strategic partnerships for financing and scaling health tech companies Exit strategies for health tech entrepreneurs (e.g., acquisitions, IPOs) 	8	CO5, CO6	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz
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Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Jonathan Ballon	Health Tech Startup: A Guide to Healthcare Entrepreneurship	2020, 1st Edition	Wiley
2	Ivor V. Spinks	The Lean Healthcare Startup	2019, 1st Edition	Lean Enterprise Press
3	V. V. Srinivas	Entrepreneurship in Healthcare: Theories, Challenges and Opportunities	2017, 1st Edition	Springer
4	Josh Nybo	The Health Tech Revolution: An Entrepreneur's Guide to Success	2021, 1st Edition	Routledge

ONLINE RESOURCES-

Resource No.	Website Address
1	https://www.healthtech.com/entrepreneurship/(HealthTechHub) Entrepreneurship

MOOCS-

Resource No.	Website Address
1	HarvardX: Technology Entrepreneurship: Lab to Market edX
2	Startup Entrepreneurship Specialization [4 courses] (TIIT) Coursera

Programme:MBA –Revised Syllabus w.e.f. - Year 2022 – 2023						
Semester	Course Code	Course Title				
IV	HTM-04	Health Data Analysis & Predictive Analytics				
	Prepared by	Dr. Adveta Gharat				
Type	Credits	Evaluation	Marks			
	3	IE+UE	100			
Course Objectives:						
<ol style="list-style-type: none"> Develop an understanding of health data sources and types. Analyze healthcare data using statistical tools. Apply predictive analytics models in healthcare scenarios. Create dashboards and data visualizations for healthcare decision-making. Understand ethical considerations in health data analysis. Use predictive analytics to improve healthcare outcomes. 						
Course Outcomes :						
<p>CO1: Demonstrate proficiency in analyzing different types of health data.</p> <p>CO2: Use statistical tools to perform healthcare data analysis.</p> <p>CO3: Apply predictive models to forecast healthcare trends.</p> <p>CO4: Develop data visualizations to aid healthcare decision-making.</p> <p>CO5: Understand ethical implications in the use of healthcare data.</p> <p>CO6: Use predictive analytics to make data-driven healthcare decisions.</p>						
Unit		Sessions (Hours)	COs Number	Teaching Methodology	Cognitive Level	Evaluation Tools
1	Unit 1: Introduction to Health Data <ul style="list-style-type: none"> Overview of health data types: clinical, administrative, demographic Data sources and collection methods in healthcare 	8	CO1	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Ethical issues surrounding health data collection and use • The role of Electronic Health Records (EHR) in data collection • Big data in healthcare: opportunities and challenges • Health information systems and interoperability • Data quality, validation, and accuracy in healthcare data • Health data standards and frameworks (HL7, ICD, SNOMED) 					
2	<p>Unit 2: Statistical Analysis for Health Data</p> <ul style="list-style-type: none"> • Descriptive and inferential statistics • Using statistical software for healthcare data analysis • Practical exercises on healthcare datasets • Hypothesis testing in healthcare data analysis • Advanced statistical techniques for healthcare data (e.g., ANOVA, regression analysis) • Sampling methods and their application in health data research • Identifying outliers and anomalies in healthcare data • Ensuring data reliability and validity in healthcare research 	8	CO1, CO2	Lecture with Ppts Quiz	Understand, Apply, Evaluate, Create	Quiz

3	<p>Unit 3: Predictive Analytics in Healthcare</p> <ul style="list-style-type: none"> • Introduction to predictive modeling techniques (regression, decision trees, machine learning) • Building predictive models for patient outcomes • Using predictive analytics in healthcare management • Predictive modeling for early disease detection and risk stratification • Evaluating the performance of predictive models (e.g., AUC, confusion matrix) • The role of AI and machine learning in enhancing predictive analytics • Real-world applications of predictive analytics in hospital management and resource planning • Overcoming challenges in the implementation of predictive models in healthcare 	8	CO3	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz
4	<p>Unit 4: Data Visualization for Healthcare Decision-making</p> <ul style="list-style-type: none"> • Importance of data visualization in healthcare • Creating dashboards using tools like Power BI, Tableau • Use cases of effective data visualization in healthcare • Best practices for designing healthcare dashboards and reports • Visualizing patient outcomes and trends for decision-makers 	8	CO4	Lecture withPpts Quiz	Understand,Apply, Evaluate, Create	Quiz

	<ul style="list-style-type: none"> • Interactive vs static visualizations in healthcare settings • The role of data storytelling in healthcare decision-making • Integrating data visualization with predictive analytics in healthcare 					
5	Unit 5: Ethical and Legal Issues in Health Data Analytics <ul style="list-style-type: none"> • Data privacy laws (HIPAA, GDPR) • Ethical concerns related to data use and patient confidentiality • Addressing biases in predictive models • Informed consent and the ethical use of health data • Legal and regulatory compliance in health data analytics • Managing data security risks in healthcare analytics • Ensuring transparency and fairness in predictive models • The ethical implications of AI and machine learning in healthcare 	8	CO5, CO6	Lecture withPpts Quiz	Understand, Apply, Evaluate, Create	Quiz

Reference Books :

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	S. K. Sharma	Data Science for Healthcare: Methodologies and Applications	2017, 1st Edition	CRC Press
2	D. D. P. K. Rajasekaran	Predictive Analytics for Healthcare	2020, 1st Edition	Wiley
3	Trevor L. Stokes	Healthcare Analytics for Quality and Performance Improvement	2011, 1st Edition	Wiley

4	Chandan K. Reddy & Charu Aggarwal	Healthcare Data Analytics	2015, 1st Edition	Elsevier
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ONLINE RESOURCES-

Resource No.	Website Address
1	https://www.healthit.gov/ (U.S. Department of Health and Human Services - Health IT)

MOOCS-

Resource No.	Website Address
1	MGH Institute: Introduction to Healthcare Data Analysis edX
2	Using clinical health data for better healthcare Coursera

Programme: MBA Sem III (Fintech) CBCS - Syllabus w.e.f. - Year			
Semester	Course Code	Course Title	
		Introduction to Fintech	
Type	Credits	Evaluation	Marks
Core		UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> Apply the knowledge of management theories and practices to solve business problems Foster analytical and critical thinking abilities for data-based decision making Learn new technologies with ease and be productive at all times Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business. Read, write, and contribute to Business literature Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. 			
Learning Outcomes :			
<p>At the end of the course the learner will</p> <ul style="list-style-type: none"> Explain the evolution of FinTech and its impact on financial institutions and start-ups. Analyze the role of digital finance and alternative finance, including crowd funding and financial innovation. Evaluate the regulatory framework governing FinTech and the role of RegTech in ensuring compliance. Assess the impact of AI, Big Data, and digital identity on the future of financial services. Identify entrepreneurial opportunities in the FinTech sector and challenges faced by start-ups. 			

Unit	Contents	Ses si ons	COs Nmbe r	Teaching Methodolog y	Cognition Level	Evaluation Tools
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		(H rs)				
1	<p>Introduction and AI and Machine Learning in fintech</p> <p>Fintech Evolution: Infrastructure, Collaboration between Financial Institutions and Start-ups –fintech Typology Emerging Economics: Opportunities and Challenges, Role of AI in Financial Services, Predictive Analytics and Decision-Making, Machine Learning, Applications in Fraud Detection, AI-Driven Credit Scoring Models, Risk Management and AI-Based Portfolio Optimization</p>	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
	<p>Digital Finance and Ethical Challenges in AI and fintech</p> <p>Introduction – Brief History of Financial Innovation – Digitization of Financial Services : fintech & Funds- Crowd funding, Data Privacy and Consumer Protection, AI Bias and Ethical Concerns in Financial Decision-Making, Transparency and Explain ability in AI Models, Regulatory Challenges in AI-Based Financial Services, Responsible AI Adoption in the fintech Industry</p>	6	CO 2	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
3	<p>Data Regulation and Compliance in fintech:</p> <p>Introduction to fintech regulations and the evolution of Regulatory Technology (RegTech), RegTech ecosystem, including financial institutions and compliance frameworks, Ensuring compliance from the start: Suitability, funds, and challenges faced by RegTech startups, Global regulatory landscape for AI in financial services, including compliance with GDPR, CCPA, and other data protection laws, Role of RegTech in ensuring compliance, financial cybersecurity, risk mitigation strategies, and cross-border data regulations in financial services.</p>	8	CO 3	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based

4	<p>AI Governance and Financial Institutions</p> <p>AI Policy Frameworks and Industry Standards, Role of Central Banks and Regulators in AI Oversight, Ethical AI Governance in Banking and Finance, AI Risk Assessment and Governance Best Practices, AI Integration in Traditional Financial Institutions.</p>	10	CO4	<p>Lectures with PPTs</p> <p>Practical Questions Framing Hypothesis with Research Model</p>	Evaluate	<p>Group Activity , Hypothesis Framing</p> <p>End Term Exam: Short case and situation based questions and Evaluation of Questions .</p>
5	<p>AI Trends and Future of AI in fintech</p> <p>Emerging Trends in AI and Financial Services, AI-Powered Digital Identity and Authentication, Autonomous Financial Advisors and Robo-Advisors, The Impact of AI on Job Roles in Finance, The Road Ahead: AI Innovations and Market Disruptions New Challenges of AI and Machine Learning Challenges of Data Regulation in Fintech.</p>	10	CO5	<p>Lectures with PPTs</p> <p>Practical Questions Framing Hypothesis with Research Model</p>	Remember and Apply	<p>Group Activity , Hypothesis Framing</p> <p>End Term Exam: Short case and situation based questions and Evaluation of Questions .</p>

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Susanne Chishti & Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries	2016	Wiley
2	Paul Schulte	<i>The Next Revolution in our Credit-Driven Economy: The Advent of Financial Technology</i>	2015	Palgrave Macmillan
3	David Kuo Chuen Lee	<i>Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1 & 2</i>	2017	Academic Press

Sr	Web site address
1	https://www.coursera.org
2	https://www.udemy.com
3	https://www.edx.org
4	https://www.investopedia.com
5	https://www.weforum.org

Reference Book link:

The FinTech Book – Susanne Chishti & Janos Barberis (2016), Wiley

The Evolution of FinTech: A New Post-Crisis Paradigm? – Douglas W. Arner, Janos Barberis, Ross P. Buckley (2015), SSRN Electronic Journal

FinTech: Ecosystem, Business Models, Investment Decisions, and Challenges – In Lee & Yong Jae Shin (2018), Business Horizons (Elsevier)

Taming the Beast: A Scientific Definition of FinTech – Patrick Schueffel (2016), Journal of Innovation Management

The Future of FinTech: A Paradigm Shift in Small Business Financing – World Economic Forum (2020), World Economic Forum Publications

Indian author:

"Financial Technology (FinTech) and Digital Banking in India" – Jaspal Singh (2019), New Century Publications

"FinTech" – V. Dheenadhayalan & C. Vijai (2024), Vijay Nicole Imprints Private Limited

"FinTech Future: The Digital DNA of Finance" – Sanjay Phadke (2020), SAGE Publications Pvt Ltd

"FinTech Revolution in India: Opportunities and Challenges" – CA Dr. Brajesh Kumar Jaiswal (2024), Notion Press

"FinTech for Billions: Simple, Human, Ubiquitous" – Bhagwan Chowdhry & Syed Anas Ahmed (2024), Penguin Random House India Pvt. Ltd

Programme: MBA Sem III (Fintech) CBCS -Syllabus w.e.f. - Year			
Semester	Course Code	Course Title	
		Fintech Innovation and Trend	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ol style="list-style-type: none"> 1. Apply the knowledge of management theories and practices to solve business problems 2. Foster analytical and critical thinking abilities for data-based decision making 3. Learn new technologies with ease and be productive at all times 4. Ability to understand, analyses and communicate global, economic, legal and ethical aspects of business. 5. Read, write, and contribute to Business literature 6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. 			
Course Outcomes :			
<ul style="list-style-type: none"> • Understand the fundamental concepts of FinTech, including its evolution, market trends, and economic impact on global and Indian financial sectors. • Analyze digital payment systems, cryptocurrencies, and emerging FinTech business models, including digital banking, P2P lending, and InsurTech innovations. • Explore the applications of generative AI in finance to enhance productivity, efficiency, and decision-making through real-world case studies. • Evaluate regulatory challenges, compliance with AML and KYC norms, and the evolving legal landscape for FinTech innovations. • Examine ethical concerns in FinTech, such as data privacy, AI bias, and cross-border regulatory frameworks, ensuring responsible financial innovation. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Fintech Innovation and Trends Global Trends and Recent Developments in Fintech, Evolution and Growth of the Fintech Industry, India Fintech Insights and Market Overview, Fintech Adoption and Economic Forces, Future Growth Prospects of the Fintech Sector	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
2	Digital payment system Evaluate the risks, benefits, transformative potential of global digital payments, Understanding of cryptocurrencies and digital assets, Fintech Business Models and Innovations	6	CO2	Lecture with PPTs	Understand and Analyse	Quiz, Discussion, Internal Evaluation

	Overview of fintech Business Models, Digital Banking and Neo-Banking, Peer-to-Peer (P2P) Lending and crowdfunding, Insures and Wealth Tech Innovations, Regulatory Challenges and Compliance in Fintech,					
3	The Generative AI Applications in Finance Gain an introduction to generative AI in finance, learn to harness AI to improve productivity, efficiency and decision-making through real-world use cases, Gain practical insights into the future of Gen AI in financial services	8	CO 3	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Quiz, Discussion, Internal Evaluation
4	Regulation in Fintech Regulatory challenges for Fintech innovations Compliance with anti-money laundering (AML) and know-your-customer (KYC) norms	6	CO4	Lectures with PPTs	Evaluate	Quiz, Discussion
5	Ethics in Fintech Ethical concerns: Data privacy, AI bias, and consumer protection , Cross-border regulatory frameworks.	6	CO5	Lectures with PPTs	Evaluate	Quiz ,Discussion

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Pranay Gupta, T. Mandy Tham	Fintech: The New DNA of Financial Services	2018	World Scientific Publishing
2	Susanne Chishti, Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries	2016	Wiley
3	Parag Y. Arjunwadkar	FinTech: The Technology Driving Disruption in the Financial Services Industry	2018	CRC Press

Sr	Web site address
1	https://www.coursera.org
2	https://www.udemy.com
3	https://www.edx.org
4	https://www.investopedia.com
5	https://www.weforum.org

Programme: MBA Sem IV (Fintech) CBCS - Syllabus w.e.f. - Year 2025			
Semester	Course Code	Course Title	
		Fintech in Capital Market	
Type	Credits	Evaluation	Marks
Core		UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • Apply the knowledge of management theories and practices to solve business problems • Foster analytical and critical thinking abilities for data-based decision making • Learn new technologies with ease and be productive at all times • Ability to understand, analyses and communicate global, economic, legal and ethical aspects of business. • Read, write, and contribute to Business literature • Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. 			
Learning Outcomes :			
<ul style="list-style-type: none"> • To understand fintech concepts and their role in capital markets. • To Learn about high-frequency trading (HFT) and robo-advisors. • To Understand algorithmic trading and AI-driven portfolio management. • To Study blockchain in settlements, clearing, and smart contracts. • To Explore cryptocurrency markets and tokenization of assets. • To Examine fintech regulations, compliance, and cybersecurity. 			

Unit	Contents	Sessions (Hrs)	Cos Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Unit 1: Introduction to Fintech & Capital Markets: Overview of Capital Markets: Equity, Debt, Derivatives, Forex, Introduction to Fintech: Evolution, Key Concepts, and Technologies, Role of Fintech in Capital Market Transformation, Market Participants and Their Changing Roles, Case Studies: Fintech Disruption in Capital Markets	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation
2	Research process: Steps in research process, Defining the research problem, Problem formulation and statement, framing of hypothesis, Research design: Meaning, characteristics, advantages and importance of research	8	CO 1	Lecture with Ppts Case Study Reading & Analyzing Research Papers.	Apply (Analyze)	Case Study, Presentation of Published Research work. End Term: Applied Questions

	design. Measurement types and errors in measurement. Development and designing of tools of data collection Attitude, measurement scales, Levels of measurement and questions of validity and reliability, Designing of research projects research proposal, Pilot surveys					
3	<p>Sampling and Data Collection: Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique.</p> <p>Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.</p>	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based
4	<p>Processing and Analysis of Data: Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data.</p> <p>Testing of Hypotheses, Basic concepts, importance of hypothesis.</p> <p>Procedure of testing of hypothesis. Chi-square test., t test and z test –</p>	10	CO3 and CO5	Lectures with PPTs Practical Questions Framing Hypothesis with Research Model	Evaluate	Group Activity, Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .

	Problems on Basic application of chi square test, t test and z test. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data					
5	Reporting of research: Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	8	CO2 and CO6	Lecture Case Activity	Create	Case Presentation Activity End Term: Theory Applied
6	Role of ICT in research: Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research	6	CO1	Lectures and hand on Experience on SoftWare	understand	Activity End Term: Theory Applied

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi

2 – National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., & Thornhill, A.	Research Methods for Business Students	2011	Pearson

Online Resources:

Sr	Web site address
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-
7	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods
6	https://www.coursera.org/learn/qualitative-methods

Mapped by: Dr.Nitu Jain, BVDU-BVIMR ,Delhi	
BOS Chairperson: Prof. Dr. R.U. Kanthe	Dean: Prof. Dr. Premashish Roy

Programme: MBA Sem IV (Fintech) CBCS -Syllabus w.e.f. - Year			
Semester	Course Code	Course Title	
		Financial Analytics and Blockchain in Fintech	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> • Apply the knowledge of management theories and practices to solve business problems • Foster analytical and critical thinking abilities for data-based decision making • Learn new technologies with ease and be productive at all times • Ability to understand, analyses and communicate global, economic, legal and ethical aspects of business. • Read, write, and contribute to Business literature • Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. 			
Course Outcomes :			
<ul style="list-style-type: none"> • Understand the fundamental concepts of FinTech, including digital payments, AI, blockchain, and regulatory frameworks, to analyze their impact on financial services. • Evaluate the role of FinTech startups and innovation by exploring disruptive technologies, market trends, design thinking, and real-world case studies, along with the challenges faced by startups. • Develop analytical and technical skills in financial analytics by applying big data, machine learning, fraud detection, algorithmic trading, and behavioral finance for data-driven decision-making. • Analyze the applications of blockchain and decentralized finance (DeFi) in financial services, including smart contracts, settlements, digital assets, and regulatory considerations. • Explore future trends and career opportunities in FinTech by understanding its applications in banking, insurance, cybersecurity, entrepreneurship, and automation while developing industry-relevant skills. 			

Unit	Contents	Sessions (Hrs)	COs Number	Teaching Methodology	Cognition Level	Evaluation Tools
1	Introduction to Fintech and Its Evolution Overview of Fintech and its Impact on Financial Services, Digital Payments and Mobile Wallets, Role of AI and Machine Learning in Fintech, Blockchain Technology and Cryptocurrencies, Regulatory Landscape and Compliance in Fintech					
2	Fintech Startups and Innovation Fintech Startups and Their Disruptive Potential, Market Trends and Emerging Technologies in Fintech, Design Thinking and Innovation in Financial Services, Case Studies of Successful Fintech Ventures, Challenges Faced by Startups in the Fintech Industry	6	CO 1	Lecture with Ppts, Discussion Quiz	Understand	Quiz, Discussion, Internal Evaluation

3	Financial Analytics and Data-Driven Decision Making , Introduction to Financial Analytics and Big Data, Machine Learning for Financial Predictions and Risk Assessment, Fraud Detection and Prevention using AI, Financial Modeling and Algorithmic Trading, Sentiment Analysis and Behavioral Finance					
4	Blockchain and Decentralized Finance (DeFi) Fundamentals of Blockchain and Distributed Ledger Technology, Smart Contracts and Their Applications in Finance, Decentralized Finance (DeFi) and Digital Assets, Blockchain in Settlements, Clearing, and Cross-Border Payments, Regulatory and Ethical Considerations in Blockchain	8	CO 3 and CO5	Lecture with PPTs Case Study, Preparing questionnaire	Understand and Analyse	Framing of questionnaire, End Term Exams: Case based
5	Future Trends and Career Opportunities in Fintech Fintech Applications in Banking, Insurance, and Investments, Entrepreneurship and Startup Ecosystem in Fintech, Impact of AI and Automation on Financial Services Cybersecurity and Risk Management in Fintech, Career Pathways and Skill Development in Fintech Industry	10	CO3 and CO5	Lectures with PPTs Practical Questions Framing Hypothesis with Research Model	Evaluate	Group Activity , Hypothesis Framing End Term Exam: Short case and situation based questions and Evaluation of Questions .

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
2	Pranay Gupta, T. Mandy Tham	Fintech: The New DNA of Financial Services	2018	World Scientific Publishing
1	Susanne Chishti, Janos Barberis	The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries	2016	Wiley
5	Parag Y. Arjunwadkar	FinTech: The Technology Driving Disruption in the Financial Services Industry	2018	CRC Press

Sr	Web site address
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2	https://www.udemy.com
3	https://www.edx.org
4	https://www.investopedia.com
5	https://www.weforum.org